

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

TRADE  
Knocking on  
China's door  
Page 6

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Friday December 14 1990

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## World News Business Summary

### Albanian troops sent in to quell protesters

Albania sent in troops to quell anti-communist demonstrators in the northern city of Shkoder after crowds had stoned the local Communist party building and attacked the radio station. Page 20

### Congressmen lose

A US judge rejected a request by 54 Democratic members of congress for an immediate court order barring President George Bush from waging war without congressional approval. Page 20

### Welcome for Tambo

Oliver Tambo, 73, president of the African National Congress returned to South Africa after more than 30 years in exile, to the cheers of thousands of supporters. Page 4

### The Financial Times

We apologise to readers who could not obtain a copy of the FT yesterday, or who received their copy late. This was due to transmission problems between our printing plants. The survey on Switzerland in the European Finance and Investment series will be published again on Tuesday December 18.

### Kohl backs minister

German chancellor Helmut Kohl belatedly defended one of his cabinet ministers, dismissing charges that former East German prime minister Lothar de Maizière had been a secret police informer. Page 20

### Paris judge shot

France's top anti-terrorist judge shot himself, 40, died at his Paris home after apparently shooting himself, the Justice Ministry said.

### India helps out

India, not so long ago a hungry country in dire need of foreign aid, announced it would lend 100 tonnes of wheat to the Soviet Union.

### Georgian emergency

The Soviet Union sent investigators to the troubled Georgian region of South Ossetia where a state of emergency was declared after three people were shot dead.

### Monopoly to end

Hungary will end its state monopoly on oil imports and let market forces set petrol prices from January 1, a government spokesman said.

### Greenpeace demand

The environmentalist group Greenpeace demanded that France release five of its activists arrested on a nuclear test island in the Pacific.

### Ershad ally held

Bangladesh police arrested former deputy prime minister Shah Moazzem Hossain in a continuing crackdown on allies of ousted president Hossain Mohammad Ershad.

### Yugoslav crisis

Yugoslavia's collective state presidency has called for talks between the federal government and the deeply divided republics to prevent the multi-ethnic state from breaking up.

## Weekend FT

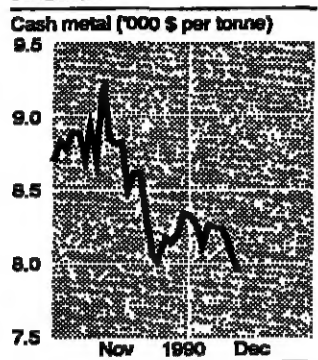
Tomorrow: Geoffrey Owen, who steps down as editor of the FT later this month, reflects on Britain's industrial record since he joined the paper in 1958.

### Gardini's son succeeds him in top post at Ferruzzi

IVAN GARDINI, 21-year-old son of Raul Gardini, is to be the new chairman of Ferruzzi Finanziaria (Perfin), one of Italy's biggest financial holding companies, in a move which has stunned Italian business circles. Page 21

### COMMODITIES: The premium for cash nickel on the London Metal Exchange disappeared as both cash and three-month

### Nickel



metal fell below \$8,000 a tonne. When demand for cash metal helped to put the market on the defensive. Page 31

LYONNAISE des Eaux Dumez, French water and construction company, took advantage of the buoyant market in water shares to sell stakes in two of the UK's privatised water companies. Page 21

BUNDESBANK stressed its aim to hold inflation down and keep a strong D-Mark as an anchor in the EMS, in announcing its money supply target for united Germany. Page 20

UDDEHOLM, Swedish tooling steel manufacturer, and Böhler, a subsidiary of the Austrian state-owned steelmaker Voest-Alpine Stahl AG, are to merge next year, creating the world's largest producer of special tool steels. Page 19

COATS VITELLA, Europe's largest textile group, issued a profit warning and said it may not be able to maintain a dividend because of deterioration in the UK textile industry. Page 30; Lex, Page 20

BRITISH Aerospace, the UK aerospace group, is seeking international partners to collaborate in the 15th development of a new twin engine 130 seat regional jetliner. Page 8

TRADE: The EC secured a temporary waiver from GATT rules for the former East Germany's trade with the Soviet Union and east European countries. Page 6

CHICAGO Board of Trade re-elected chairman William O'Connor by a narrow margin that reflected recent troubles at the exchange. Page 26

EQUITICORP: Seven former executives of the collapsed New Zealand investment company were charged with fraud offences totalling NZ\$440m (\$264m). Page 4

CANADA's 7 per cent goods and services tax is set to become law after two years of acrimonious public debate. Page 7

PAKISTAN'S BANK unions are studying ways of resisting government privatisation moves, fearing branch closures and many job losses. Page 4

## Delors treaty will prevent UK delay to single currency

By David Buchan, Philip Stephens and John Wyles in Rome

BRITAIN would not be able to hold up the final decisions on a single currency under proposals on monetary union being put forward by the European Commission.

The draft treaty, which is being circulated to EC governments, is expected to be proposed by Mr Jacques Delors, president of the Commission, when the inter-governmental Conference (IGC) of EC states opens in Rome tomorrow.

The treaty on EMU has to be agreed by a consensus of governments and passed through each parliament, giving Britain a chance to exercise a veto.

However, the draft stipulates in its Article 109 (C) that all detailed decisions on the move to Europe's single money would be taken by a "qualified" or weighted majority that must include "at least eight member states".

The draft highlights the political pressures facing a future British government over choosing between how to the majority will of its EC partners on monetary integration

or opting out as a full member. Mr John Major, attending his first EC summit as prime minister, will insist at today's summit that Britain is still firmly opposed to any agreement which leads to the imposition of a single currency.

The production of a draft treaty reflects confidence in Brussels that despite the strength of British reservations most of the sensitive issues have been resolved to the satisfaction of the other 11 EC states. The first signal for the move to the final stage of EMU would, according to the Commission draft, be a declaration by the European Council (as EC summits are known) that real economic convergence between EC economies had been achieved.

The Commission also suggests "temporary derogations" allowing countries in economic difficulties to stay out of the monetary union for a time. Thus, even if Britain were to agree to the final goal of a single currency and were in economic distress, it could still

have a grace period in adopting it. Senior British officials, however, have been looking at various ways in which countries could opt in, or out, of a single currency and central bank in the final stage of EMU. Mr Major's "hard Euro" plan finds no clear place in the Commission draft treaty.

It confers on the EuroFed, as soon after January 1994 as it is created, management of the Euro, without specifying what sort of Euro.

But in its commentary, the Commission says: "To those who say they wish - and can - make of the Euro an instrument of convergence by hardening it", the Commission thinks that only the reinforcement of the Euro is capable of putting it at the centre of the EMU process. "But this reinforcement will not result solely from the process of hardening it. It will only be realised if the Community and all 12 states promote the use of the Euro and make it more attractive", it says.

Editorial comment, Page 18

## KGB warns of crackdown

By Quentin Peel in Moscow

GENERAL Vladimir Kryuchkov, chairman of the KGB, the Soviet state security service, yesterday issued a clear warning of a new crackdown on dissident political movements in the Soviet Union.

Speaking only two days after a dramatic television broadcast in defence of the Soviet Union, he served notice of "adequate" measures to be taken against any people or organisations "who are openly against the existing system" but who stopped short of advocating its violent overthrow.

The law enforcement bodies, including the KGB, did not act decisively and effectively enough in the past, he told Pravda, the Communist party newspaper. "Now it seems that our reaction must be adequate to what is taking place."

His interview was published alongside the text of his television broadcast, which he delivered on the express instructions of President Mikhail Gorbachev, he said.

In it he spelt out in even clearer detail his fears about the threat of disintegration of the Soviet Union as a unitary state.

"A partial dismemberment of our union has already led to the weakening of the state and other links between the republics and whole regions," he said. "But that is just the beginning. If the process is not halted, you can just imagine in what situation all of us will find ourselves tomorrow."

He said the destruction of inter-ethnic relations was an even greater threat than the breaking of economic and trading links between the republics. Good race relations would take far longer to restore.

Anyone openly advocating the violent overthrow of the state could be prosecuted, he said. "But now we are dealing with a number of social and political organisations which are openly against the existing system and who refuse from openly advocating its violent overthrow."

"If there are calls not to obey the law and to destroy the

existing state structures, to conduct disobedience campaigns and to demolish the symbols of our state power, to flagrantly interfere in the activities of the law enforcement bodies, to break social order, and to instigate ethnic conflicts... it is not such kinds of activity that the law enforcement bodies should deal with."

His words can be taken to refer to the rash of nationalist movements now operating in all the 15 union republics, where hunger strikes, street protests and blockades, and the destruction of monuments to Vladimir Lenin, as well as the forcible occupation of state and party buildings, have become commonplace.

Gen Kryuchkov, regarded as a Gorbachev loyalist, but also a conservative on law and order, and suspicious of foreign intervention, used his television address to bracket "economic" with "nationalist" movements and "extreme radical political trends."

KGB reveals in new role, Page 2  
US-Soviet relations, Page 3

## European merger will create world special tool steels giant

By Robert Taylor in Stockholm and Charles Leadbeater in London

THE world's largest producer of special tool steels is to be created through the merger next year of Uddeholm, the Swedish tooling steel manufacturer, and Böhler, a subsidiary of the Austrian state-owned steelmaker, Voest-Alpine Stahl.

The two groups will create a holding company in the European Community, probably based in Germany, which will produce almost one-fifth of total world output.

The merged company will have an annual production capacity of about 80,000 tonnes. This will put the combined group ahead of its nearest European rival, the German Thyssen Edelstahl, which produces 60,000 tonnes a year, and Hitachi of Japan, which makes 65,000 tonnes.

The world market for tool steel, which is mainly used to produce the equipment for stamping, blanking and punching metal, wood and plastics, is about 500,000 tonnes a year.

The merger will allow the combined group to rationalise distribution networks, which account for about 25 per cent of costs, given the relatively small quantities of steel they handle.

Mr Jeremy Fletcher, a director of Beddows and Company, the steel strategy consultants, said the merger could put pressure on smaller European producers of tool steel - such as Krupp of Germany, Ilva of Italy and Usinor Sacilor, the French group - to respond. These smaller tool steelmakers each produce between 10,000 and 20,000 tonnes a year. Böhler, which has a strong EC presence with a production plant at Düsseldorf, also has a well-developed customer base within eastern Europe.

However, the new grouping could also have an impact in the Far East and US, where Böhler will gain access to Uddeholm's well-developed distribution networks, Mr Fletcher said. Uddeholm is one of the largest producers of tool steel in the US through its alliance six years ago with Ellwood, the US group.

The merger plan developed after the two companies agreed a \$1.85bn (\$85m) cross-shareholding deal in April. Agreements on plans for the new enterprise, which will have its headquarters in the EC, has continued on Page 20



William Bennett, tasked with revitalising the Republican party, withdrew saying: I didn't take a vow of poverty

## Bush choice to lead Republicans turns down post

By Lionel Barber in Washington

US PRESIDENT George Bush's choice to revitalise the Republican party, Mr William Bennett, yesterday changed his mind and turned down the job of party chairman.

As chairman of the Republican national committee, Mr Bennett's main job would have been to energise the party ahead of the 1992 presidential election. His withdrawal is a setback for Mr Bush who has been desperately wooing the disillusioned conservative wing of his party.

Mr Bennett said financial constraints, notably a White House ethics ruling limiting his future outside income, had forced him to withdraw. "I didn't take a vow of poverty," he said.

The White House scrambled to draw up a list of possible replacements for the top party post occupied by Mr Lee Atwater who is suffering from brain cancer.

Mr Samuel Skinner, Transportation Secretary, is viewed as a front-runner, though other candidates are certain to press their claims.

Mr Bush's reluctance this year to remove Mr Atwater, his pugnacious former presidential campaign chairman, led to a period of prolonged drift at Republican headquarters which may have contributed to the party's indifferent showing at the mid-term elections last month.

Mr Bennett, 47, was supposed to fill the void but his choice proved controversial from the start.

An outspoken education secretary under President Reagan and chief drug policy co-ordinator in the Bush administration, he only became a Republican in 1986 and had no experience of running for office or organising a campaign.

Conservatives remained sceptical, arguing that Mr Bennett risked turning into a poacher on the right leash held by Mr John Sununu, White House chief of staff.

Moderate Republicans were appalled by Mr Bennett's outspoken anti-abortion views and his attack on racial quotas and Continued on Page 20

## Increase in number of British jobless is biggest for 9 years

By Peter Norman, Economics Correspondent, in London

UNEMPLOYMENT in Britain rose sharply last month with the biggest increase since May 1981, adding to evidence that the UK is heading into a deep recession. The figures put into stark relief the economic problems faced by the government of Mr John Major.

Department of Employment figures showed that the number out of work in the UK jumped by a seasonally adjusted 57,500 to 1.76m in November.

The unexpectedly sharp monthly rise brought the increase since March in seasonally adjusted unemployment to 155,000. City of London analysts said the figures were casting doubt on unemployment would rise by 35,000 last month following a revised 34,300 increase in October.

Government figures pointed to big job losses in manufacturing, with employment in this sector falling by 33,000 in September and 18,000 in October.

The marked worsening of the labour market affected all regions of Britain and sparked fears that unemployment could

rise above 2m early next year. However, there was no sign that the government could or would act to revive the economy by cutting bank base rates from their 14 per cent level.

Financial markets yesterday took their cue from Wednesday's tough speech in the House of Commons by Mr Norman Lamont, chancellor of the exchequer, in which he ruled out a cut in rates until sterling strengthens in the European exchange rate mechanism.

The key three-month inter-bank rate, which at the beginning of this week had been quoted around 13 1/2 per cent, discounting an imminent half-point cut in rates, closed yesterday at 13 1/2 - 13 3/4 per cent after briefly touching 14 per cent in the morning. Sterling made only modest gains on foreign exchanges, closing at DM2.875 in London against DM2.8750 on Wednesday and well below its DM2.95 central rate in the European Monetary System.

At prime minister's question time in the House of Commons, Mr Major said: "I have been

warning for some months that if wage rises stay high, that will have a necessary effect on jobs."

Government figures yesterday put the average underlying increase in weekly earnings in October, at 10 per cent, unchanged from the newly revised September figure and below July's peak rate of increase of 10.25 per cent.

But figures from the Paris-based Organisation for Economic Co-operation and Development showed that wage inflation in Britain was still well above the level in most other industrialised countries. Moreover, several recent large wage settlements including the 13.4 per cent rise at Ford and the 11 per cent rise at Rover will only appear in the average earnings figures for November, to be released next month.

The Confederation of British Industry said the steep rise in unemployment was "a sobering warning" and predicted "substantial job losses" unless earnings increases were brought well below 10 per cent. Lex, Page 20

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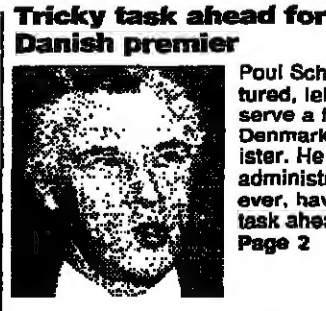
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## CONTENTS

Colombian poll: Tired voters hand it to President Gaviria	7
Reshaping ERM: Better tuned to stay on the road	12
Developing a new drug: Cliffhanger in a biotech tale	15
Water privatisation: Swift currents below the surface	18
Editorial Comment: Making the best of Emu; Heading into a tighter squeeze	18
Lombard: How to spur innovation	19
Disclosure rules: Japanese speculators reveal all	23

## Tricky task ahead for Danish premier



Poul Schlüter, pictured, left, is back to serve a fourth term as Denmark's prime minister. He and his next administration, however, have a difficult task ahead. Page 2

## MARKETS

<b>STERLING</b> New York lunchtime: \$1.9435 London: \$1.944 (1.944) DM2.8775 (2.875) FFs.7775 (9.7625) SF2.40 (2.4075) ¥257.0 (256.25) £ index 93.5 (93.30) <b>GOLD</b> New York: Comex Feb \$376.1 (374.5) London: \$375.0 (371.5) N SEA OIL (Argus) Brent Jan \$27.225 (26.25)	<b>DOLLAR</b> New York lunchtime: DM1.481 FFs.0325 SF1.288 ¥192.15 London: DM1.4805 (1.4785) FFs.03 (5.0225) SF1.2855 (1.2845) ¥132.15 (131.85) £ index 80.6 (80.5) Tokyo close: ¥131.3 <b>US lunchtime rates</b> Fed Funds 7 1/2 % 3-mo Treasury Bill: 8.94% Long Bond: 107 1/4 yield: 8.094%	<b>STOCK INDICES</b> FT-SE 100: 2,172.2 (+15.3) FT Ordinary: 1,704.9 (+12.7) FT-A All-Share: 1,044.32 (+0.53%) New York lunchtime: DJ Ind. Av. 2,618.08 (-6.19) S&P Comp 329.16 (-1.03) Tokyo: Nikkei 24,642.97 (+643.56) <b>LONDON MONEY</b> 3-month interbank: closing 13 1/2 % (13 1/2 %) Life long gilt future: Mar 90 1/2 (80.2)
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Europe	23	Britain	8	Financial Futures	46	Observer	18
Companies	22	Companies	26,30	Gold	31	Stock Markets	33-44
America	7	Arms Guide	16,17	Int. Capital Markets	26,27	London	33-35
Companies	24	Commodities	21	Letters	19	Technology	18
International	4	Crossword	49	Lex	20	Unit Trusts	36-40
Companies	23	Currencies & money	49	Lombard	19	World Index	44
World Trade	8	Editorial Comment	18	Management	12		



## EUROPEAN NEWS

# Wartburg car chief in clash with Treuhand

By Leslie Collett in Berlin

A PUBLIC clash between the head of the east German Wartburg car company and the president of the Treuhand privatisation agency yesterday highlighted the growing desperation felt by many of east Germany's dying industries.

The argument, which spoiled the optimism of a signing ceremony in Berlin for the Opel group's DM1bn (£300m) new car plant in Eisenach, east Germany, was over the emotive issue of whether to continue subsidising production at the ailing Wartburg producer, also located at Eisenach.

Mr Wolfgang Liedtke, the young head of the loss-making car factory, accused the German government and the Treuhand, which owns most of east German industry, of failing to reach a "binding decision" on whether to continue financial aid to Wartburg next year. He warned that without help the car factory, which employs 7,000 workers, would have to shut down on January 1. Wartburg's bleak future was one shared by many other loss-making east German companies, he said.

Few German officials are more aware of this than Mr Detlev Rohwedder, the Treuhand president, who previously rescued the Hoesch steel company. He retorted, however, that Mr Liedtke had presented a "list with Christmas wishes". Treuhand was not "St Nicholas

with a big sack of presents", he said.

In front of the media, which had expected a set-piece signing ceremony, the Wartburg chief replied that he had presented Treuhand with a plan to reorganise Wartburg and not a Christmas wish.

Earlier, Mr Hans-Peter Wild, a member of the Treuhand board of directors, told Mr Liedtke flatly that Wartburg's "bill is not feasible".

The Wartburg manager disclosed that the car company, which has produced 52,000 units this year, was negotiating with Lithuanians, which had offered to buy the production facilities with Estonia and Latvia and to continue producing Wartburgs in the Baltic states. Lithuanians had also contracted to buy 3,000 Wartburgs for hard currency next year and wanted 12,000 more. The rest of the 27,000 units planned for next year would be taken by Poland and Yugoslavia.

Both Mr Helmut Haussmann, the German economics minister, and Mr Louis Hughes, chairman of Opel, the General Motors' German subsidiary, appeared slightly bemused by the public exchange.

Underlining that not all the news for east German industry is gloomy, the new Opel factory will provide desperately-needed jobs for 2,500 workers. Car plant details, page 24

## French nuclear groups urged to boost research

By William Dawkins in Paris

FRENCH nuclear authorities must boost research into radioactive waste disposal and make a fresh study for a deep nuclear waste storage site, according to a parliamentary report published yesterday.

Geological surveys of four sites by Andra, state nuclear waste management agency, were frozen last February when opposition obliged Mr Michel Rocard, prime minister, to call a year moratorium.

This has provoked an intense public debate in France, which has no deep storage sites despite the fact that it is more dependent on nuclear energy than any country in the world.

The study, commissioned by Mr Rocard, recommends that Andra should make new tests at six or seven sites chosen from a confidential list of 28 areas drawn up by the Industry Ministry in 1983.

# The shifting ground under Italian politics

'Gladio' revelations and the passing of the Cold War threaten an end to a regime, writes John Wyles

THERE has been a somewhat decadent odour of *fin de regime* about Italian politics this year, although which particular regime may be in terminal decline has not been clear.

The five parties in the coalition dominated by the Christian Democrats (DC) and Socialists (PSI) - which has governed without interruption since 1981 - have frequently seemed so riven by dispute that the regime of the so-called *pentapartito* often seemed to be the one.

Even more remarkably, the 45-year DC regime of continuous presence in power has been losing its grip because of divisions within the party and weak leadership.

Most recently, the entire constitutional order of Italy's First Republic has appeared ill-adapted to the needs of modern Italy.

Now an issue has combined with an historic turning point to pose a simultaneous threat to the regime. The issue is Operation Gladio - "the stay behind" guerrilla force created on the prompting of the North Atlantic

Treaty Organisation in the late 1950s.

The welter of "revelations" about Gladio is serving to cast the popular memory back over the last 30 years, producing a flow of unflattering recollections of secret service plots, bomb outrages and malignant Masonic lodges.

Essentially, this is the history of the Christian Democratic state.

So far no evidence has been produced to link any of the party's senior leaders with the possible exploitation of Gladio, either as an adjunct to a 1964 coup plan by sections of the secret service and the military, or as a right-wing vehicle for discrediting the Communist Party (PCI).

Unfortunately for him personally and for the office he holds, the one DC name which is being constantly evoked is that of the Italian president, Mr Francesco Cossiga.

This is partly because of the president's extraordinary sensitivity to the issue.

He had some responsibility for administering Gladio as a junior

defence minister from 1986-88 and he walked into a wall of controversy in October with imprudently boastful justifications for Gladio and for his connection with it during that period.

He has since created all kinds of difficulties for the prime minister, Mr Giulio Andreotti, and his coalition by securing from the cabinet public affirmations of the legitimacy of Gladio after ministers had already agreed to ask a committee of constitutional judges to pronounce on the subject.

Few Italians need convincing there is and has been a great deal of rotteness at the heart of the DC state, but the party's permanence as a foundation of government has always been guaranteed by its status as the only real bulwark against the PCI.

The historic turning point represented by the collapse of communism in eastern Europe, and even more by the ending of the Cold War, removes this *raison d'être*.

It has also hastened the PCI's search for a new identity. Next month the party abandons its Marxist past, giving birth to the Party of the Demo-

cratic Left (PDS) as a possible focus for a left-of-centre coalition alternative to the DC regime.

Although the PCI is bitterly and embarrassingly divided over the sort of new party which it wants to be, Gladio has succeeded in uniting it in self-righteous rage.

The party is convinced that the underground organisation was part of a wider conspiracy at the heart of the DC state to ensure that an alternative government based on the PCI would be forever excluded from power.

President Cossiga's reactions have been much more those of a DC politician than of a head of state above the party battle.

His descent into the party political arena is turning a spotlight firmly on Italian institutional arrangements and practices at a time when the politicians are under some external pressure to consider reform.

This takes the form of a popular referendum which next year could force changes in Italy's over-perfect system of proportional representation. Italian politicians deeply wish to

avoid referenda and to do so in this case the parties would have to bridge their own deep differences over institutional reform and produce legislation, which is unlikely, or hold a general election in 1991 instead of 1992 when the current legislature expires. This looks much the most likely outcome according to a scenario which has Mr Bettino Craxi's Socialists triggering a political crisis in the coming weeks.

All parties are now nervously aware that the ground is shifting under Italian politics and that alternative coalitions to those dominated by the DC are now conceivable.

Although the DC's political resilience should never be underestimated when its power is in jeopardy, the party's unity has never looked more fragile.

It is becoming exhausted by power, excessively corrupt and unable to curb the excesses of the system of party rule which it invented. It may not, in fact, survive to celebrate its 50th anniversary in power in 1995.

## Bundesbank stresses inflation goal, aims for strong D-Mark

By Andrew Fisher in Frankfurt

THE Bundesbank, Germany's central bank, yesterday stressed its goal of holding inflation down and keeping a strong D-Mark as an anchor in the European Monetary System, when it announced its first money supply target for a united Germany.

Monetary policy would remain tight, Mr Karl Otto Pöhl, Bundesbank president, said.

He warned that rising public-sector debt, as a result of the cost of unity and higher wage claims, contained inflationary risks at a time of fast growth in west Germany, now acting as an economic locomotive for the rest of Europe.

Mr Pöhl said the target range of 4-6 per cent for the broad M3 monetary aggregate for 1991 allowed for a 2.5 per cent rise in productive potential and a 3 per cent price increase, with an extra 0.5 per cent to accommodate more money in circulation.

The target range was the same as this year's for west Germany alone, which was being achieved. "It is ambitious when you consider that the risks on the price front in the European Monetary System, when it announced its first money supply target for a united Germany."

Some pay demands were around 10 per cent, including those for the public sector and transport workers' union.

"This must alarm the central bank," Thus, it would stick to its stability-oriented policies.

It was a "considerable success" that inflation had been kept down this year (excluding higher oil prices, it was below 3 per cent), especially in view of price pressures forecast through the introduction of the D-Mark into East Germany in July.

This low inflation had been achieved in the second year of an unusually strong economic upswing, with west German growth in 1990 expected to be between 4.5 and 5 per cent.



Everyone a winner: Poul Schlüter (left) remains prime minister although his Conservative party lost five seats pictured yesterday with Svend Auken, leader of the Social Democrats who gained 14 seats

## Tricky task ahead for Danish premier

By Hilary Barnes in Copenhagen

K'S prime minister, Mr Poul Schlüter, yesterday began negotiations for the formation of a new minority non-socialist government following Wednesday's election to the Folketing.

His next administration, however, faces a difficult task after voters narrowed the majority held by the six non-socialist parties from 19 to seven seats in the 179-seat parliament. "The voters' Christmas present to the politicians is an unusually precarious composition of the Folketing," commented Berlingske Tidende, the pro-government Copenhagen daily.

The Economic Advisory Council, the most prestigious of the country's forecasting institutions, published a report yesterday which will further sour the government's life. It criticised government plans for cutting income tax, the issue on which the election was called, and said that priority must be given, for balance of payments reasons, to maintaining a tight fiscal policy.

Mr Schlüter's own Conservative Party won only 30 seats, a loss of five, but his coalition government with the Liberals and Radical Liberals won a total of 66 seats, a loss of only one. The Radicals, after losing three of their 10 seats, are expected to defect from the coalition, but will continue to

support Mr Schlüter as prime minister.

Mr Schlüter said he would try to form a four-party coalition, bringing in the small Centre Democratic Party and the Christian People's Party. Alternatively he would continue with a coalition of his Conservatives and the Liberal Party only.

The negotiations could be tricky. The centre parties are anxious to establish links with the opposition Social Democratic Party, which had its best election for many years, going ahead by 14 seats to 69, and they will make policy demands as the price of support for Mr Schlüter.

The negotiations could be tricky. The centre parties are anxious to establish links with the opposition Social Democratic Party, which had its best election for many years, going ahead by 14 seats to 69, and they will make policy demands as the price of support for Mr Schlüter.

## Country warned its economy has become 'seriously unbalanced'

By Robert Taylor in Stockholm

## OECD gloomy on Sweden's prospects

THE Swedish economy has become seriously unbalanced and its difficulties in competing internationally are unlikely to ease next year, the Organisation for Economic Co-operation and Development (OECD) warns in a gloomy report published today.

The time of "over-full employment" is about to end, it says, arguing it would be regrettable if short-term social considerations prevented a reduction in inflation through a modest increase in unemployment.

It criticises the government for not dealing toughly enough with an overvalued labour market. "Fiscal policy was at times immobilised by political difficulties," it says. "In the context of the chosen exchange-rate regime, there are limits to how far monetary policy can restrain demand."

While praising the government for not stabilising the krona against a basket of weak currencies, the survey insists: "Credibility of the policies pursued is all-important," regardless of the nominal anchor chosen for the exchange rate.

In the past, the survey says, the Swedish authorities had tried to accommodate rather than conquer inflation. It avoids explicit condemnation of the traditional Swedish belief in full employment but its doubts over that strategy pervade the text. "It is clear that the strong political commitment to full employment in itself complicates the task of creating credibility for the anti-inflation policy," it declares at one point.

There is a clear concern that the Swedish authorities will not stick to their current anti-inflation strategy in the face of rising unemployment and will seek to boost demand through

devaluation or an expansionary fiscal policy, as they did after the inflation crisis of the mid-1970s.

But no solid grounds exist at present to support such a fear, particularly given the November crisis package that came after the OECD report was completed. Next month's Swedish budget is expected to be highly restrictive.

The OECD especially blames the public sector for Sweden's worsening economic performance, saying "it continues to impose costs on the economy which reduce overall efficiency."

"Financing the large public sector has profound effects throughout the economy on the allocation of factors of production, on incentives for saving and investment, as well as on the supply of labour."

The survey argues that Sweden's public sector, which

employs 1.77m people (just over 40 per cent of all workers) and which last year swallowed up 59 per cent of GDP, has a negative impact on private-sector behaviour, especially in the lack of private savings. It expresses concern over the orientation of Swedish economic policy for the next few years, saying it could present a stronger test of political determination than recently.

With the competitiveness gain from the devaluations in the early 1980s now spent, and inflation running above the European average, Sweden will face growing unemployment. But the prediction of 3.6 per cent unemployment by the end of 1991 suggests it will remain low by west European standards.

In 1991, general election year, the OECD believes private consumption will rise by 1.3 per cent.

## KGB declares war on corruption

By Quentin Peel in Moscow

SOME call it the Soviet way of life. Others call it the start of a market economy. The KGB calls it economic sabotage.

The mighty State Security Committee, both a secret intelligence service and for years a tool of political repression, has found a new role in rooting out corruption and black marketeers from the state distribution system.

Yesterday, just two weeks after it had established an "economic sabotage unit" on the orders of President Gorbachev, the KGB revealed the first results of its labours.

On a television screen in a briefing room tucked away on the third floor of the Lubyanka (a government building where the lifts are neat, clean and efficient, and the carpets in

pristine condition), Major-General Alexander Karbainov presented a remarkably well-filmed video of the dubious dealings done at the back door of a major Moscow food store.

There was nothing on the shelves of Store 19, Leninsky Prospekt, as patient Moscow shoppers queued at the door in the hope of slices of sausage. But round the back, in the management offices, the KGB found a roaring trade in progress.

Gen Karbainov, sporting a Santa Claus tie ("I bought it in America") no doubt to lend a touch of seasonal goodwill to his gloomy occupation, said his men had launched a lightning investigation of the Moscow food trade network, and uncovered the same tale of theft and hoarding all around the city.

But he admitted he faces big problems. For a start he has no legal basis to clamp down on "economic sabotage."

"They sent us into battle without giving us a rifle," he declared. "They told us to control the import and distribution of food. But they did not define the punishment."

Then he was pressed to define what he meant by sabotage, for much of the work so far has simply been finding where the bottlenecks are in the distribution system, let alone the blatant corruption.

"Is it economic sabotage or just bad management?" the KGB's correspondent inquired. Another colleague had a pretty good idea. "They are trying to stop the Soviet way of life," he said.

NEW ISSUE December 12, 1990

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## US-SOVIET RELATIONS

# Bush anxious to ensure stability of Soviet Union

By Peter Riddell, US Editor, in Washington

MR JAMES BAKER, the US Secretary of State, 14 months ago signalled the start of more co-operative relations with the Soviet Union when he proposed a policy of seeking "points of mutual advantage."

The economic assistance package announced late on Wednesday shows that President George Bush and Mr Baker see the US advantage in keeping President Mikhail Gorbachev in power - as well as helping US grain farmers.

Both the substance of the measures - a mix of short-term agricultural credits and long-term technical assistance - and the manner of the announcement underline the US aim of keeping Mr Gorbachev going over the winter.

In theory, the support is to be transitional to allow time for economic reforms to come into operation, although Washington has little faith in changes so far adopted and its real goals are short-term. Mr Baker stressed that "instability in the Soviet Union is very definitely not in the interests of the US or of the world."

While the Bush administration has adjusted to the chal-

lenge to President Gorbachev from the republics by opening contacts with them, its primary focus is still on the Soviet leadership in Moscow. US policymakers accept that a federal structure may develop, but they would be very concerned if the country disintegrated, not least because of fears about who would get control over the continuing large arsenal of tactical and strategic nuclear weapons.

There are risks for Mr Bush and Mr Baker in tying themselves so much to President Gorbachev and Mr Eduard Shevardnadze, the Soviet foreign minister. In the immediate future, the US would face a quandary if the Soviet Union did fulfil their tough warnings with a crackdown on internal disturbances.

A senior administration official said the US was watching this situation very carefully. He acknowledged that any society had the right to deal with problems of organised crime and stealing of food. "But obviously nobody wants to see that spill over into a constraint on political expression and a rolling back of the



Spirit of partnership: Mr Bush looks to Mr Eduard Shevardnadze as he announces the aid package on Wednesday

reforms that we've seen. We would view that very seriously."

Stressing the need for a more democratic government, he said: "What we've seen is that economic reform works best when there is a legitimate set of institutions and leadership putting it forward."

For all these worries, the announcement underlines what Mr Shevardnadze called

"a new phase of our relationship and a new kind of co-operation."

This is symbolised by the close working relations between Mr Baker and Mr Shevardnadze, who now meet more frequently and for longer than the secretary of state does with leading Nato foreign ministers.

The two countries have closely consulted throughout

the Gulf crisis from the day of the invasion. However there are limits. Mr Shevardnadze is constrained by those in the foreign and defence ministries who do not want to sever links with their former client in Baghdad. Moscow will not send troops to join the multinational forces but, in treating the Soviet Union as still being a superpower, the US has ensured its support.

France has drawn up an emergency aid plan for the Soviet Union that it will submit to its European Community partners at today's EC summit in Rome. Presidential spokesman Hubert Vedrine said. He told a news conference the plan included a financial component and humanitarian aid, such as shipments of food and medicines.

# Moscow in 'unique' deal with IMF and World Bank

By Michael Prowse in Washington

THE special association between the Soviet Union and the World Bank and International Monetary Fund proposed by the White House is an "evolutionary step" which could lead eventually to full membership, a senior US Treasury official said yesterday.

The arrangement, which he described as "unique and unprecedented", is intended to give the Soviet Union access to technical assistance and advice from the Bretton Woods institutions on a "systematic, continuing basis". It will not involve loans of any description nor changes to the IMF's articles or the bank's charter.

However, the two institutions are expected to establish a permanent presence in Moscow. In addition to providing intensive analytic support for Soviet economic reform, IMF and bank staff may help co-ordinate technical assistance from other sources including the private sector.

The new special association provides a framework for implementing the recommendations of the study of the Soviet economy agreed at the Houston economic summit this summer and jointly conducted by the IMF, World Bank, OECD

and European Bank for Reconstruction and Development. The study, which is due to be published next week, is expected to provide the most detailed assessment yet of the state of the Soviet economy and outline a framework for a transition to capitalism.

Its most controversial recommendations are likely to include proposals for price reform. All the agencies involved in the study are thought to agree that the Soviet Union's ballooning budget deficit is the most serious short-run problem.

The new special association states will involve the fund conducting annual reviews of the Soviet economy similar to the Article 4 consultations with member countries. Technical assistance from the fund will include advice on macro-economic, financial and exchange rate policies.

The World Bank will focus mainly on micro-economic issues, such as the development of efficient markets, and the longer term structural reform of sectors such as transportation and energy sectors. Both institutions will provide training courses for Soviet managers and officials.

# Hopes high for arms treaty in February

By Lionel Barber in Washington

AFTER 10 years of on/off negotiations, the US and Soviet Union are on track to sign a strategic nuclear weapons treaty at the Moscow summit in mid-February.

The Start treaty will result in a 30 per cent overall cut in ballistic missiles, heavy bombers and deployed nuclear warheads. Unlike its predecessors, Salt I and the unratified Salt II, Start will be the first accord to actually reduce strategic nuclear arsenals.

As such, it can be described as an historic achievement. Both President Bush and President Gorbachev can be expected to play up this theme when they meet in Moscow on February 11 - provided that the treaty is indeed ready.

In a shift of policy which says much about the US willingness to prop up Mr Gorbachev, the White House said yesterday that Mr Bush would still visit Moscow even if the Start accord was not ready for signing.

The co-operative tone was

further underlined during an calculatedly bolsterous news conference on Wednesday held by Mr James Baker, US Secretary of State, and Mr Eduard Shevardnadze, the Soviet foreign minister.

When Mr Baker said only a few "very technical" difficulties remained outstanding such as telemetry encryption (used to conceal data on missile testing), Mr Shevardnadze started to laugh, setting off the Secretary of State. Only a few months ago, such "technical" detail led to a virtual stalemate in the negotiations.

The Start treaty will set a 5,000 ceiling on the overall numbers of nuclear warheads.

Mr Paul Nitze, the veteran US arms negotiator, would like to see the US seek more far-reaching limits on US and Soviet forces. Other critics note that because the two sides' modernisation programmes continue apace, the original goal of a 50 per cent cut in warheads will in fact only amount to 30 per cent.

# Farm leader expects the immediate use of credits

By Nancy Dunne in Washington

FARM organisation leaders in Washington yesterday hailed the waiver of the Jackson-Vanik amendment, which withheld a lowering of trade barriers pending changes in Soviet emigration laws, as "historic".

Mr Steve McCoy, president of North American Export Grain Association, said the two superpowers had finally ended the Cold War in their trade relations. "The president was bound to get into this cautiously," he said. "The credit package can be expanded later on."

Now that the Soviets have access to it, they are expected to use the entire amount almost immediately.

There was the same sense of historic change at the US Export-Import Bank, which finances business transactions. But the exuberance exhibited by Mr John Macomber, the chairman, was tempered by the laws still in place which levy an overall \$300m (\$156.2m) limit on new financ-

ing and a \$40m ceiling on financing of oil and gas projects. For 15 years, farm and business groups which believed bilateral trade would improve US-Soviet relations, have been urging the waiver of Jackson-Vanik.

But no president was prepared to alienate the Cold War hardliners or the US Jewish lobby, which strongly backed the provision's insistence that no trade benefits be granted to a country prohibiting freedom of emigration.

Even in granting the waiver, President Bush exhibited his trademark caution by announcing that he would not, as expected, send to Congress the trade agreement signed last May with President Gorbachev. He would wait, he said, until the Soviets codify a new "free and fair emigration law".

This means the Most Favoured Nation benefits, long desired by the Soviet government, are still "on hold". Chicago markets disappointed, Page 30

# Imports threaten to bring rail and ports to standstill

By Quentin Peel in Moscow

MORE than 1m tonnes of imported cargoes are blocked in Soviet ports because of congestion on the rail system, and Soviet officials are alarmed at the prospect of coping with large quantities of imported grain in the coming months.

They fear that huge new food credits from both the US and the European Community will simply aggravate the problem, adding an overburdened rail and port system to a complete standstill.

In addition to the ports, thousands of railway wagons are trapped at border crossings between the Soviet Union and its east European neighbours, waiting to be unloaded.

The Soviet army has sent 1,000 soldiers to Brest on the Polish border, both to prevent theft from the wagons, and to help transfer cargoes to and from the wider-gauge Soviet rail system.

The worst congestion is at the far eastern ports of Vladivostok, Nakhodka and Vosto-

chny Port, according to officials of the KGB, the state security committee, which has been given responsibility for supervising the entire food distribution system.

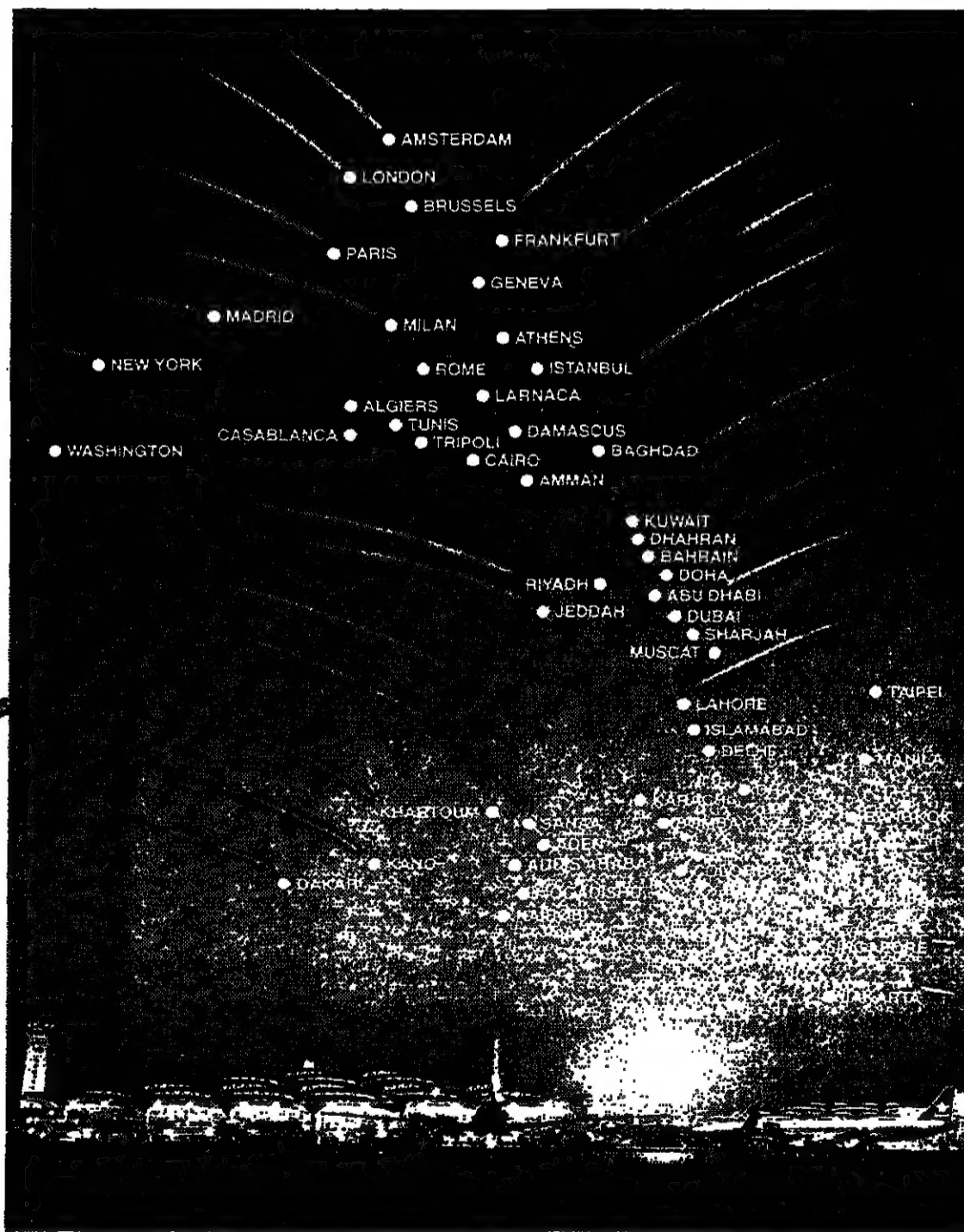
A senior KGB official, Mr Sergei Silyakin, said yesterday it was estimated that 176,000 tonnes of grain would arrive in the Far East between December 15 and 30. In January and February, a further 300,000 tonnes were expected.

He said the most urgent task was to unblock the ports before the grain arrived, and thousands of wagons had now been despatched across Siberia to help.

He said the total backlog of imports in Soviet ports was 1,068,000 tonnes, of which 356,000 tonnes was waiting to be unloaded from ships, and a further 712,000 tonnes was in warehouses. Only 11,000 tonnes of the total was food.

At the rail borders, 6,851 wagons are waiting to be unloaded.

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## INTERNATIONAL NEWS

## THOUSANDS CHEER TAMBO'S RETURN HOME

MR Oliver Tambo, President of the African National Congress (ANC), returned to South Africa yesterday after more than 30 years in exile, to the cheers of thousands of supporters, Patti Waldmeir writes from Johannesburg.

Mr Tambo, 73, left partially disabled by a stroke last year, did not address the crowd as expected, increasing speculation he will be unable to play a major leadership role in the organisation despite his return.

Asked how he felt, Mr Tambo said:

"Fine, fine, fine". He used a walking stick and walked with a limp. Mr Nelson Mandela, ANC deputy president, addressed supporters on behalf of Mr Tambo, saying: "At the present moment, he wishes just to say he is happy to be among you."

Mr Tambo is expected to remain in South Africa for three weeks, and will deliver the opening address today at the ANC's first consultative conference to be held in the country for 30 years.

In spite of his disability, he could well have an important influence over ANC

policy through Mr Mandela. The two men started South Africa's first black law firm in the 1950s. Mr Tambo, a relative moderate, is expected to stay with Mr Mandela at his Soweto home, and could balance the increasingly radical influence of Mr Mandela's wife Winnie.

The three-day ANC conference which begins today will be attended by 1,600 delegates, debating issues such as talks with Pretoria on ending apartheid, economic sanctions, and a plan for protests over white rule.



Oliver Tambo is welcomed at Johannesburg Jan Smuts airport on his return after 30 years in exile; Nelson Mandela looks on (right)

## Two Koreas fail to seal agreements

By John Riddell in Seoul

NORTH AND South Korea yesterday ended talks aimed at easing tensions on the peninsula, having made little progress but agreeing to meet again early next year.

The prime ministers of the two countries failed to conclude any agreements, blaming each other for lack of results. The talks were marred by North Korea's criticism of the visit to Moscow by South Korea's President Roh Tae Woo, who left for Moscow yesterday. "Why can't we discuss ending a cold war between compatriots if it is possible to discuss this with foreigners?" said Mr An Byong Su, North Korean spokesman.

While in Moscow, Mr Roh will seek Soviet help in easing Korean tensions. "I am determined to see my visit to Moscow will be a significant step forward in freeing all our people from the fear of war," he said. "President Gorbachev and I intend to discuss the ways our two nations should work together to end the Cold War once for all, and achieve peace and unification on the Korean peninsula."

The main obstacle during the talks, the highest-level Korean contacts since 1945, was whether to sign a non-aggression declaration. This has been North Korea's principal demand since October. Seoul insists a basic agreement calling for confidence-building measures be concluded first.

## NZ executives on fraud charges

By Terry Hall in Wellington

SEVEN FORMER executives of Equitcorp, the collapsed New Zealand investment company, were arrested yesterday and charged with fraud offences totalling NZ\$440m (£137m).

Equitcorp was one of the high fliers on the New Zealand investment scene and was set up in the mid-1980s. Under Mr Allan Hawkins, its former chief executive, it flourished in the deregulated atmosphere of the Labour government and acquired a string of industrial companies.

The purchase of New Zealand Steel from the New Zealand government was signed

on the day of the October 1987 stock markets crash and involved huge borrowings which were later seen as a cause of the group's downfall.

The company also expanded internationally, including the controversial purchase of Guinness Peat in the UK, before it was placed in statutory management in 1988.

The arrests follow a lengthy investigation by the Serious Fraud Office whose director, Mr Charles Sturt, said the trial would take nine months. He would not rule out the possibility of further arrests.

The executives arrested were not named. They were released on police bail and will appear in the Auckland district court today to face the joint and individual charges of conspiracy to defraud and other fraud charges.

The arrests followed an eight-month investigation by the Fraud Office which is continuing its investigation.

Statutory managers handling the collapse of the 187 companies in the group said they were unaware of the arrests and refused to comment.

## Pakistan bank privatisation fight

By Farhan Bokhari in Islamabad

LEADERS of Pakistan's bank unions are studying ways of resisting government privatisation moves, fearing the closure of branches and many job losses.

Ahead of a meeting in Rawalpindi tomorrow, large black banners with slogans opposing the government's plans are prominently displayed at many state-owned banks in Karachi, Pakistan's banking capital.

Mr Usman Ghani, secretary-general of the employees' federation of Muslim Commercial Bank (MCB), the first bank being considered for privatisation, claims that half of the bank's 12,800 employees would be made redundant.

A senior MCB executive who spoke anonymously said that if loss-making branches are closed and staff positions deemed unnecessary are cut as much as 30 per cent of present staff could be shed.

Mr Habibullah Junaidi, a leader of the labour union at Habib Bank, said many of the loss-making branches were in rural areas and provided an important public service. He argued that the government ought to concentrate first on recently announced moves to allow the establishment of new private banks.

Government officials insist that employees of state-owned banks would be able to find jobs in these new private

banks. Union leaders contend they need more than mere assurances that these new banks will be established.

One Pakistani businessman, saying he had "grave doubts whether the banks will be nationalised", argued that a rapid improvement in profitability would need to involve not only job cuts but a lending policy based entirely on creditworthiness, rather than alleged political influence.

He claimed that some state-owned banks had extended various bad loans but had shielded their true financial position, making it difficult for private entrepreneurs to invest.

## Islamabad acts to boost investment in industry

By Farhan Bokhari in Islamabad

THE Pakistani government yesterday announced it was liberalising industrial policy in an effort to boost investment in industry.

Mr Sartar Aziz, finance minister, and Mr Shujaat Hussain, industries minister, said in Islamabad that in future, investors would not be required to seek government permission for setting up industrial units. The only two sectors which would continue to be restricted were arms and alcohol production.

The government also eased requirements on industrialists to reveal their source of fund-

ing for investments, in an apparent effort to attract funds which previously went undeclared for tax purposes. The new policy also provides for tax-free status on income from new industries, ranging from three to eight years depending on whether the location is urban or rural. These incentives will also apply to foreign investment in Pakistan.

Mr Aziz said Pakistan had a large number of sectors where foreign investment was only now being liberalised, identifying telecommunications and power generation.

## China plans early opening of airport for HK

By John Elliott in Shenzhen

CHINA has reached the halfway stage in the construction of a Yuan 940m (£93m) airport in the southern special economic zone of Shenzhen. Officials say it could relieve pressure on neighbouring Hong Kong's congested Kai Tak airport from the end of next year because it will be equipped to international standards.

This progress is specially significant at a time when China is raising objections about the estimated HK\$750m (£52m) cost of Hong Kong's proposed new airport, including access roads and ancillary works, at Chek Lap Kok off Lantau Island.

China is concerned about the debt burden of Chek Lap Kok which is expected to open about the same time that Hong Kong returns to Chinese sovereignty

in 1997. Lu Ping, director of Peking's Hong Kong and Macao Office, has publicly raised objections on four consecutive days this week during a visit to southern China.

Yesterday he criticised plans for a new Hong Kong airport authority to run Chek Lap Kok. He said the authority could become too powerful as an "independent kingdom" exerting undue influence over the government.

China has argued that the airport may not be needed at its planned size because of Shenzhen's new airport and another planned in the Portuguese enclave of Macao which has also suffered Peking's wrath.

Top Chinese officials have told Hong Kong that there is no plan for Huangtian, designed to

## THE MIDDLE EAST

## UN delay boosts Palestinian hopes

By Lami Andoni in Amman

THE POSTPONEMENT late on Wednesday of a vote on a United Nations Security Council resolution on the Middle East, because of US resistance to the proposed endorsement of an early international peace conference on the region, has boosted hopes among Palestinians and their allies that pressures are building on Washington to address the Palestinian question.

In public statements, Palestinian and Jordanian officials express frustration and anger at Washington's refusal to accept the resolution, which also calls for international protection for Palestinians in the Israeli occupied territories.

President George Bush yesterday urged European Community countries to "stay firm and united" in insisting on an Iraqi withdrawal from Kuwait at their heads of government summit meeting opening in Rome today. John Wyles writes from Rome. In a letter to the current president of the European Council, Mr Giulio

Andreotti, the Italian prime minister, Mr Bush says that the release of all foreign hostages by Iraq "has changed nothing" not weakened US opposition to negotiating with him over Kuwait. He added that US diplomats would shortly be leaving Baghdad, although the embassy would not be closed.

Yet at the same time, the delay is viewed as an indication of a deepening in the US dilemma. Since the eruption of the Gulf crisis the US has been reluctant to exercise its veto on the Palestinian issue so as

not to weaken the alliance against Iraq. Jordanian and Palestinian officials point out that never before has Washington stalled so long in order to avoid vetoing a resolution regarding the

Palestinian problem. Since the start of the Palestinian uprising three years ago the US had previously killed off eight resolutions condemning Israeli practices in the occupied territories and at least seven supporting Palestinian rights. Emerging differences among the US allies over the draft resolution are being detected in Jordan, with France and Italy seen as more sympathetic to the Palestinian cause. This has been seen as a sign that the west will come to endorse the same forceful stand on the Israeli occupation that it has demonstrated towards the Iraqi occupation of Kuwait.

## US and Iraq still at odds on dates for talks

By Peter Riddell, US Editor, in Washington

THE US and Iraq remain in dispute about the dates of the proposed high-level direct contacts, only three days before Mr Tariq Aziz, the Iraqi foreign minister, was originally planning to come to Washington.

The US is insisting that Iraq has refused to set acceptable dates for the meetings following its offer that Mr James Baker, the secretary of state, would go to Baghdad between December 20 and January 3.

The US has rejected Baghdad's suggestion that Mr Baker's visit should be on January 12, on the grounds that this is too close to the United Nations deadline for the Iraqi withdrawal from Kuwait, or else face the threat of military action. Iraq has suggested that Mr Aziz would come to Washington next Monday.

The White House said yesterday the US offer is "still out there", and Mr Baker commented that in view of the Iraqi attitude: "It doesn't look like they are particularly serious about getting this arranged."

However, the Iraqi Foreign Ministry yesterday said that Mr Bush's proposal of talks, made two weeks ago, appeared to be a propaganda ploy.

A spokesman said: "Iraq will not allow anybody to define a timetable for its president to meet others." Despite these exchanges, the expectation in Washington is still that dates will be fixed before long. Mr Baker is likely to meet the foreign ministers of the other four permanent members of the UN Security Council before going to Baghdad. They are expected to agree a statement reaffirming the aims of UN resolutions and providing the assurance that will not be attacked if it withdraws from Kuwait.

## Iraq invades GCC's cosy illusion of Arab unity

Where once pious words reigned, attention turns now to security and defence, writes Tony Walker

MR ABDULLAH Bishara, the outspoken secretary general of the Gulf Co-operation Council that knits together the six states of the Gulf littoral, has no doubt that the present crisis represents a moment of reckoning, a watershed in Arab affairs.

For someone who has talked a great deal in the past about Arab unity, Mr Bishara could now be said to have become a grim convert to the need for individual states and smaller regional blocs to strive harder to protect their own interests.

"We all realise now we haven't done nearly enough on defence," he said in an interview at the GCC's imposing headquarters in Riyadh. "We should have realised the nature of the Iraqi regime as a de-stabilising force, but as Arabs we suffered from an inability to contemplate the invasion by one Arab country of another," he added. "The inability to detach reality from illusion is the lethal flaw of Arab politics."

Mr Bishara and his colleagues are ruefully candid about their own and their organisation's failure to foresee the depth of the Iraqi menace and they acknowledge that the GCC, formed in 1981 as an umbrella for the vulnerable newly oil-rich states of the Gulf - Saudi Arabia, Kuwait, United Arab Emirates, Qatar, Oman and Bahrain - has failed its first big test.

The painful lessons of the crisis are already leading to a review of GCC security arrangements. In Riyadh last week, Sheikh Nawaf al Ahmed al Sabah, Kuwait's defence minister, said a new defence system should include "an effective deterrent that would ensure peace and stability to the member states".

Mr Bishara himself has no



Bishara: ruefully candid

doubt that closer co-ordination and co-operation is the only answer. "Iraq was able to invade Kuwait because it was defenceless... it was swallowable," he said. "Our problem is that there is too much concern among us for the retention of sovereignty and the trappings of statehood. We need a stronger framework for co-operation and complementarity... one system calling the shots."

The GCC charter, which is full of pious words about integration and co-operation among the six GCC states, makes no mention of security arrangements. In fact, the first reference to military co-operation came at the second GCC summit held in Riyadh in November 1981, and this was in light of a further worrying deterioration in the Iran-Iraq conflict as the Iranians fought back with surprising strength.

The GCC began to work on its "Peninsula Shield" concept after that summit meeting, but Iraq's invasion of Kuwait in November 1990, which it encountered little resistance starkly exposed the

inadequacies of GCC attempts to build a regional security shield.

Mr Bishara, a Kuwaiti, said the GCC had now entered a second phase in which "we have to face the incontrovertible fact that we were threatened and swallowed by an Arab country."

The Gulf crisis has also had the effect of encouraging a review of the GCC's sometimes faltering attempts to achieve economic integration. Dr Abdullah Kuwail, the organisation's assistant secretary general for economic affairs, said that as soon as the Gulf crisis ended he expected an accelerated effort to be made to implement GCC economic accords to strengthen and achieve further integration of the regional grouping.

Dr Kuwail, a veteran Saudi official, said GCC states should push forward much more vigorously towards unified customs arrangements, cross-border shareholdings in key institutions such as national banks and the introduction of a common currency.

"The GCC was created as a political entity," said Dr Kuwail. "For the past nine years we have tried to give this political entity an economic symmetry, but it has not been easy because we all export one commodity, and we import almost everything."

"Trade among us is limited, so you have not only to eliminate barriers, you also have to engage in joint development projects."

GCC leaders will meet later this month in Qatar to review Gulf developments in very different circumstances from their last meeting in Oman a year ago. As Mr Bishara said: "Things will never be the same again - not only in the Gulf, but throughout the Arab world."

## Snub for Iraq at Opec talks

By David Thomas in Vienna

THE Iraqi and Kuwaiti delegations sat side by side during formal meetings of the Organisation of Petroleum Exporting Countries (Opec) in Vienna yesterday, with the Iraqis lodging a protest over a delegation representing "former Kuwait".

This was the only occasion the political dimension of the Gulf crisis was formally raised. The two delegations did not speak to each other. Mr Haseed Salem al-Ameeri, Kuwait's oil minister, said later that Kuwait was not prepared to enter into talks with Iraq without certain conditions.

"We are not willing to negotiate with Saddam Hussein and his regime unless and until they withdraw totally from Kuwait," Mr al-Ameeri said. The Iraqi delegation government would have to be restored and Iraq pay Kuwait compensation for invasion. Kuwait was preparing a reparations bill, and had paid the US \$2.5bn (21.2bn) pledged to the cost of US forces in the Gulf.



Canadian sailors play a desert version of ice hockey in Manama, Bahrain, yesterday

## Iran and Algeria consider peace effort

By Robert Thomson in Tokyo

IRAN SAID yesterday it would consider launching a joint initiative with Algeria to prevent war over Iraq's continuing occupation of Kuwait, Reuters reports.

President Ali Akbar Hashemi Rafsanjani, welcoming Algeria's President Chadli Ben-

jedd in Tehran on a Gulf peace mission, told Iranian television: "The situation in the region is reaching a critical point and serious action is necessary."

"We will review the results of his (Mr Chadli's) talks so far in his tour and then, God will-

ing, we will take a joint action to save the region from the danger of war."

Mr Chadli, who held talks in Amman and Baghdad before going to Tehran, said Iran had a "great and critical role" to play in resolving regional disputes.

## Higher oil costs reduce Japan's trade surplus

By Robert Thomson in Tokyo

JAPAN'S customs-cleared trade surplus in November fell 35.6 per cent from a year earlier to \$2.7bn (£1.18bn), with higher oil costs producing an increase in imports that cancelled out the impact of a strong export performance.

Ministry of Finance figures released yesterday showed that imports for the month rose 25.2 per cent to \$28.41bn, while exports rose 16.3 per cent to \$25.68bn. There were sharp increases in exports of transport machinery, up 21.3 per cent, and electric machines, up 16.8 per cent, while mineral fuel import costs rose by 88 per cent.

The bilateral surplus with the US was \$3.57bn, slightly up

on the \$3.55bn of a year earlier, while exports to the EC rose 27 per cent to \$4.77bn and imports from the EC increased 21.5 per cent to \$3.28bn.

Ms Chiharu Sumita of stockbroker UBS Phillips & Drew said that the oil price increase had distorted the figures, though exports were also exaggerated by unsustainable increases in sales of automobiles and some electrical equipment.

"We should see a continuing reduction in the surplus in the first few months of next year. After this month, the impact of oil prices will lessen, but the slowdown in the US economy should also lead to a slowdown in exports," Ms Sumita said.

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## WORLD TRADE NEWS

# EC secures a Gatt waiver on trade with east Germany

By William DuBois in Geneva

THE EUROPEAN Community yesterday secured a temporary waiver from the rules of the General Agreement on Tariffs and Trade for the former East Germany's trade with the Soviet Union and east European countries.

Gatt members voted 56 to three in favour of the waiver with five abstentions despite procedural objections by the US.

Since the unification of Germany the EC has been applying duty-free quotas to goods imported to the former east Germany under earlier bilateral protocols with East European countries. These protocols do not comply with Gatt's non-discrimination rules.

Immediate application of Community and Gatt rules would interrupt trade and lead to factory closures, loss of production and higher unemployment in the exporting countries, the EC explained.

The transitional measures are being applied until the end of 1991 with possible renewal for a further year.

A US official rejected a suggestion that by voting against the waiver Washington was

expressing hostility towards the EC after the breakdown of Gatt's Uruguay Round trade talks in Brussels last week.

The US merely objected to abandoning normal Gatt procedure under which the request for a waiver had first to be examined by a working group, officials said.

As a compromise the EC agreed that a Gatt working group should monitor implementation of the transitional measures. Japan and Hong Kong joined the US in voting against the waiver.

An agreement on the export of domestically prohibited goods and hazardous substances is likely to be submitted for approval by the Gatt council by next spring.

This would respond to complaints that manufacturers in industrialised nations export to developing countries products, such as chemicals, which have been banned in their home markets. A working group has arrived at an outline agreement under which governments of exporting countries would either ban the export of a product or notify Gatt if it was allowed.

# A more cautious West is knocking on China's door

Sanctions barriers may have been lowered but memories of instability remain, Angus Foster writes

FIVE days after the 1989 crackdown in Peking Mr Deng Xiaoping, China's patriarch, said that once the situation became stable, "foreigners are still going to come knocking on our door".

Eighteen months later, Mr Deng has been proved right. China has won top marks for its behaviour over the Gulf crisis. Western leaders, fearful of losing trade to their competitors, have lowered sanctions barriers one by one. In the last few months the EC, the World Bank and the Asian Development Bank have all relaxed restrictions on dealing with China. As a result, commercial banks are restoring the once well worn path to Peking. And, at least on the surface, it seems business will soon be back to normal.

But Chinese and foreign bankers admit much has changed. Last year's events brought home the real political and economic risks at stake in China and killed off, perhaps for a long time, the rush to get China business onto the books. Our lenders are looking more carefully, they want higher spreads and the Chinese side is less complacent, a Chinese banker in Hong Kong said.

Among foreigners, there is a greater reluctance to do business or, because of lingering memories, to talk about it. "All

CHINA: ACTUAL INVESTMENT (\$m)				
	1987	1988	1989	1990
Hong Kong + Macao	1,588	2,085	2,078	738
Japan	220	514	356	110
US	285	236	284	135
Taiwan	-	-	432	92
Others	233	349	243	156
Total	2,314	3,194	3,388	1,229

\* January-June

Source: Statistical Yearbook of China (Beijing)

of us are extremely cautious. We are focusing on government-backed projects in priority sectors and concentrating on serving our major clients," according to Mr B J C Polidamas, manager of the China department at ABN. The bank has just been appointed joint financial adviser to a \$200m (\$114.5m) project financing for a power station Asea Brown Boveri is to build in southern China.

Japanese banks are returning to China but, under pressure from their Ministry of Finance, they are coy. The Europeans, meanwhile, are more active. Competitors even describe some as aggressive, and allege Italy circumvented the year-long EC sanctions by granting subsidies to Italian companies rather than the Chinese end-borrower.

China re-emerged from its sojourn of disfavour to find commercial bankers worried

about credit, capital adequacy and economic downturn. Not surprisingly, this has affected the pricing and guarantees demanded of China business.

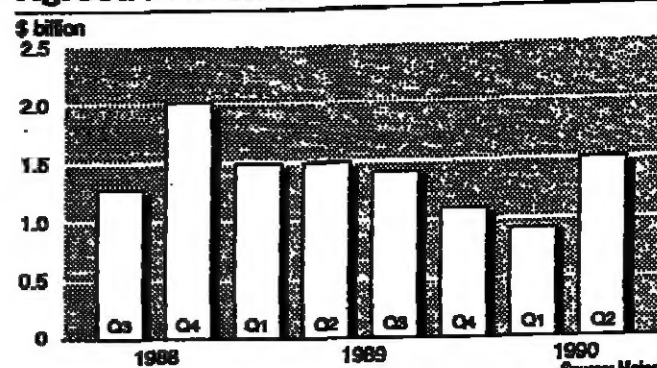
Wardley, a subsidiary of Hongkong Bank, has just concluded the underwriting of a \$800m project financing for a highway connecting the southern Chinese cities of Guangzhou and Shenzhen. Mr David Levy, head of project finance, said the underwriting took longer than expected.

"Japanese banks, for example, needed longer to get permission," he said.

Bankers in Hong Kong think the project is costing the borrowers, Hopewell Holdings of Hong Kong and a Chinese provincial authority, between 0.5 per cent and 0.75 per cent more than 18 months ago, reflecting higher China risk as well as worldwide trends.

High-quality Chinese guarantors, such as the Bank of

## Agreed investment in China



Source: Mofcom

China, are also being pushed to accept margins which have almost doubled to 1 per cent over LIBOR compared to 0.5 per cent early last year.

Export credits to China only started up again in October after the release of European subsidised loan packages, frozen following the Madrid meeting in June 1989.

Although agencies such as the US and Japanese Eximbank were allowed back into China earlier, the Chinese were waiting for the soft loans.

With those loans blocked, the Chinese did not accept conventional export credits in case it was seen as an admission of guilt or an indication they did not expect the loans to be re-

lated. "Now these facilities are back there is less sensitivity to accepting conventional export credits," according to Brian Allen, trade finance director at Midland Bank.

A \$300m subsidised loan channelled through the Export Credits Guarantee Department of the UK, of which about \$40m has so far been used, is now being negotiated.

The package, made up of 36 per cent grants and 64 per cent at OECD consensus rates for up to 20 years, will finance a range of British exports for priority sectors of the Chinese economy, including infrastructure projects and export oriented industries.

But in spite of this and similar

outstanding packages from European and Japanese agencies, with a total value estimated in excess of \$2bn, there is debate about how quickly the loans will be used up.

Some bankers say China could run out within six months. Others point to the British loan.

Projects which were close to agreement 18 months ago will now seem less simple as UK inflation, compared to fixed Chinese budgets, forces renegotiations.

Either way, China will not have access to the same level of subsidised loans as in the mid-1980s.

China is now competing against eastern Europe and the Middle East for aid, credit is scarce, and in the US especially the Chinese leaders are still seen as having blood on their hands. Commercial bankers expect conventional export credit financing to become the norm.

"Chinese companies which were looking for soft loans are now being urged by Peking to look for export credits," according to Mr Williams. Another Hong Kong based banker said Peking estimates next year will see the highest ever level of export credits. Thereafter, much will depend on China's "behaviour", he added.

## MacSharry urges realism on subsidies

By David Gardner in Strasbourg

OPTIMISM still prevails in some quarters over the stalled Uruguay Round, according to Mr Ray MacSharry, the European Community agriculture commissioner.

Mr MacSharry said yesterday that success in the talks on liberalising world trade is "within our grasp", provided the contestants in the agriculture subsidies row "work to achieve realistic solutions".

Mr Ray MacSharry told the European Parliament that the US and the Cairns Group of principal farm exporting nations came to last week's trade ministers' summit in Brussels with "unrealistic aims as to what could be achieved in agriculture in the Round".

The talks were suspended last Friday because the EC did not meet US and Cairns Group demands for very heavy cuts in the linked areas of domestic farm support, barriers to imports and export subsidies for farm produce.

Mr MacSharry, reporting to the parliament on the Commission's behalf, said the Community had no "inferiority complex about this problem, we stand by the substance of our proposal", for a 30 per cent cut in domestic farm support over 10 years, starting from 1986.

"We can't have an agreement at any price," he warned, "all the contracting parties have to make an effort".

In the debate that followed, Mr MacSharry would not be drawn on the details or outline of the Commission's proposed restructuring of the Common Agricultural Policy (CAP), which he himself had described as

"revolutionary" after Tuesday's farm council meeting in Brussels.

He merely said that it would steer a course between those seeking root-and-branch reform of the CAP and those who regard its generous provisions for Europe's 10m farmers as inviolate.

The Commission is keeping the policy paper on CAP reform under close wraps.

Renewed commitments to rebalance the CAP have been prompted mainly by the need to soften the blow of any concessions the Community makes in the Uruguay Round.

The question now is whether the detailed proposals promised for early next year are now being seen as a way of breaking the negotiating impasse.

## Japan praises Community stance on agriculture

By Robert Thomson

A SENIOR Japanese government official yesterday praised the EC for its flexibility in the stalled Uruguay Round talks on agriculture, and criticised the US for having shown "no inclination to seek a compromise".

Mr Noboru Hatakeyama, director-general of international trade policy at the Ministry of International Trade and Industry (MITI), suggested that the EC had shown a willingness to compromise during the recent talks in Brussels, while the US and the Cairns Group of agriculture product exporters had been "very, very rigid".

Mr Hatakeyama, one of the most senior Japanese officials at the failed Gatt talks, denied accusations that Japan had

shown a lack of leadership in Brussels, and said that a lead was given in talks on trade-related investment measures and on anti-dumping regulations.

"The EC has moved this time. I think the EC has been seeking a compromise," he said.

That was evident, he explained, in a new willingness to discuss separately issues such as export subsidies and internal supports for agriculture, and in a readiness to introduce ceilings.

As for the closed rice market, he said that Japan has shown "enough flexibility" on other important issues, and that negotiators are bound by a parliamentary resolution banning imports. Rice, he said, is "very, very difficult for us".

Japan's stance on agriculture was praised by the EC for its flexibility in the stalled Uruguay Round talks on agriculture, and criticised the US for having shown "no inclination to seek a compromise".

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## Eximbank acts on funding increase

By Nancy Dunne in Washington

WITH increased funding for its trade finance activities, the US Export-Import Bank this year has embarked on an aggressive programme which could double its exposure in Mexico and boost concessional lending in Asia.

The lone exception to this combativeness will be the China market, where the agency's officials worry they will be losing business for re-

fusing to follow the lead of their European and Japanese competitors, who are negotiating a return to concessional lending.

The pace of Eximbank deal making in China increased last year, due mostly to the competitive advantage of the lower dollar. The agency even went ahead with a mixed credit offer - a mingling of commercial

financing and foreign aid. This consisted of a \$10.4m (\$5.4m) Eximbank grant and a \$12.75m guarantee, offered before the bloody events in Tiananmen Square to "discipline" French and German competitors who allegedly violated agreed notification procedures.

However, officials say Eximbank has no plans to offer other tied aid in China; the agency has, in fact, committed most of its mixed credit funding for the 1991 fiscal year to other countries.

The bank will continue the "go slow" policy it adopted after Tiananmen Square. Any lending will require close consultation with the State Department on political and human rights issues involved in a deal. Offers are made only when "a real deal is in sight" and it is clear that without

Eximbank support the US supplier would risk losing business. No such constraints hold true for Mexico, where the bank is growing increasingly active.

At a meeting of Eximbank's advisory committee this week, Mr Carl Leik, an assistant to the executive vice-president, said arrangements are underway for the financing of a \$1.8bn energy project by Pemex, the Mexican oil company. Another 108 transactions, valued at about \$1.5bn, are being put together.

After years of declining allowances, Eximbank last year got a funding increase, despite the US budget squeeze. Direct lending could rise from \$71m to \$75m, with \$50m of that set aside for the mixed credits "war chest".

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## AMERICAN NEWS

## South Americans seek to revamp regional security

By John Barham in Buenos Aires

BRAZIL, Argentina and Chile are negotiating an ambitious regional security pact that could be ready as early as next year, according to Mr Domingo Cavallo, Argentine Foreign Minister. It will embrace military integration and give the armed forces a role in environmental protection and drug traffic control.

The talks are being handled by the three foreign ministries, rather than by the respective militaries. Argentina's armed forces have repeatedly stated their distaste for non-military operations, such as drug enforcement.

The military integration talks follow the decision this year by Brazil, Argentina, Uruguay and Paraguay to form a regional common market. Last month, Brazil and Argentina announced they will bring their nuclear installations under international safeguards, having resisted such controls for 40 years.

Chile, Argentina and Brazil possess South America's largest armed forces and have been bitter rivals. The rivalry was stoked up in the 1980s and 1970s by military governments which indulged in an expensive arms race. But tensions have eased, the countries having returned to democratic

government.

The region's civilian governments are now keen to find a new role for their restless military establishments. Eleven days ago, President Carlos Menem of Argentina put down his country's fourth military rebellion since the return to democracy in 1983.

Mr Cavallo said the negotiations would include purely military topics, such as missile, chemical and atomic weapons controls. The talks are also intended to "promote closer ties between the armed forces and to carry out joint exercises". The hope is that they will build confidence between the country's respective armies.

Argentina's decision to promote a reform of its armed forces, by moving to interior and border regions units now based in the capital, Buenos Aires, is said to have caused unease in Brasilia and Santiago.

The final aim is to establish a collective security organisation to repel threats to the signatories' territories. Mr Cavallo said the talks will include "environmental security, and co-ordinating our forces [so] that our territory cannot be used by drug traffickers and narcotics terrorists".

## Brazilian Congress votes for indexed pay

By Christina Lamb in Rio de Janeiro

THE BRAZILIAN government suffered a big defeat yesterday when the Congress voted to reintroduce indexation of wages, linked to inflation, for people on low salaries.

President Fernando Collor is expected to veto the new legislation, which would fix wages each month according to the previous month's inflation. The Economy Ministry said that it would stick to its line that indexation was "detrimental to our economic stabilisation programme".

The vote came after the government had failed to establish a social pact with politicians, union leaders and businessmen. They are now expected to renew efforts for a national understanding, members of the president's economic team having frequently said that a return to the traditional Brazilian practice of index-linkage would lose the battle against inflation.

The struggle to change the system to free collective bargaining has been under way since June, when Mr Collor first announced the end of indexation. However, with inflation now near 20 per cent a month, workers fear that, without indexation, they would suffer a huge monthly drop in spending power.

## Cuban queue sellers fined

A CUBAN court has meted out fines and jail terms of up to one year to nine people who were convicted of charging a fee to keep places in queues outside shops, the Communist Party daily, Granma, said yesterday. Reuter reports from Havana.

The practice has become widespread on the island, where long queues are common.

The *coleros* can charge up to 20 pesos (114) for a place at the front of a queue, with lower prices further down the line.

The sentences in a Havana municipal court against the nine, seven of them women, included fines of 300 pesos, and jail for three months to a year.

## Tired voters hand it to Gaviria

Low poll may assist the Colombian president, writes Sarita Kendall



President Gaviria: Blessed

THE HIGH abstention rate in elections last Sunday for a constitutional assembly was a humiliation for the Colombian government. However, the low poll, with only 3.7m people out of a potential 14.2m voting, could prove a blessing in disguise for President César Gaviria.

With its political power thus diminished, the new body should be more manageable and will probably reform the country's constitution rather than write a new one.

Although the assembly's legality is in no way affected by the poor turn out, several congressmen have questioned its political right to supersede a parliament elected with more than twice the number of votes.

The Liberals, who were so divided before the elections that they had to run on regional instead of national tickets, are looking for scapegoats in the government. However, some could not hide a sly triumph that the very body designed to reform congress and divert it of corrupting privileges, should be in trouble.

The constitutional assembly was conceived by a student movement earlier this year when the country was bewildered by bombs and violence.

Seven million Colombians voted for it in a referendum held in May at the same time as the presidential election, apparently giving massive popular support for institutional change.

Analysts trying to explain why the same voters did not come out last Sunday say three elections in one year are too many; that economic measures

government's reform proposals. Personally and politically, President Gaviria may have more in common with the M-19 group (which includes a Liberal, trades union and student leaders, a poetess, Colombia's football trainer and some hard-core former guerrilla fighters) than with the Conservative factions, which would not anyway vote as a single bloc.

For the first time, the original inhabitants of Colombia will have two representatives in a legislative body. Francisco Rojas, an Embera tribesman, says the constitution should recognise ethnic and cultural diversity, give Indians the freedom to manage their own reserves, and include environmental precepts.

The election of two evangelists set experts calculating the effect of 2m-plus evangelical protestant voters.

The assembly is to begin on February 5 and run for five months. The main reforms are expected to focus on justice (with the introduction of an accusatory system), presidential and congressional powers, decentralisation, state intervention and human rights.

President Gaviria, while warning that constitutional reform cannot be the panacea for Colombia's ills, has always presented the assembly as an opportunity for reconciliation and guerrilla participation in politics. The military's all-out attack on the headquarters of the Revolutionary Armed Forces of Colombia (Farc), announced as voting finished on Sunday, was therefore surprising, despite recent guerrilla violence. The Farc's leadership

apparently escaped into the forested mountains, though the army occupied a network of well-fortified jungle camps. The Farc - a guerrilla army of several thousand moved by old-style Soviet communism - has exasperated the military by yo-yoing in and out of peace talks, while continuing to ambush patrols and kidnap. Recently they have joined with the National Liberation Army (ELN) to dynamite oil infrastructure.

Neither the Farc nor the ELN was expected to surrender arms and join the constitutional deliberations; but, if weakened militarily, they may be forced to negotiate for peace on less favourable terms.

This war on the guerrillas contrasts with the government's conciliatory attitude to the drug traffickers who, after releasing two kidnapped journalists, still hold seven more.

The liberation of Hero Bass, a German correspondent, on Tuesday coincided with a message from the "extraditables", repeating that they would hand themselves over provided the government promises legal guarantees and security for their families. Three minor traffickers have already come in to test the ground, and the government is building special prison facilities.

What the extraditables want next is political treatment, opening up the possibility of a pardon and re-integration into Colombian society. Although President Gaviria has said the constitutional assembly is not the place to discuss issues which could give rise to intimidation, it may still prove to be the traffickers' vehicle.

US RETAIL sales registered their first fall for six months in November, as consumers cut purchases of durable goods sharply, the Commerce Department reported yesterday.

In cash terms, the seasonally adjusted decline was small, at 0.1 per cent, and somewhat less than analysts had predicted. Allowing for inflation, however, the real decline was probably about 2 per cent, implying significant retrenchment on the part of US consumers.

October retail sales figures were revised up slightly to show an increase of 0.2 per cent, before inflation, compared with an initial report of 0.1 per cent.

In November, the sharpest cuts were in sales of durable goods, down 1.4 per cent in cash terms. Purchases of building materials, hardware, garden equipment and mobile homes fell 2.6 per cent. Sales of cars were down 1.4 per cent.

Department store spending fell 0.4 per cent, confirming reports that the big retailers are having a lean Christmas season. Many are running extended sales promotions.

The falls, however, were partially offset by a 0.5 per cent increase in purchases of clothing and a 0.7 per cent rise in petrol sales, which remain inflated by the rise in oil prices after Iraq's invasion of Kuwait.

Total retail sales were \$151.5bn, a cash increase of 3.4 per cent from November 1989, but a sizeable real decline, allowing for consumer price inflation of about 6 per cent.

## US retail sales down as shops feel Xmas pinch

By Michael Prowse in Washington

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## Salvador peace call expected

CENTRAL American presidents, at a weekend summit in Costa Rica, are likely to call for a ceasefire in the Salvadoran conflict, in an effort to step up international pressure on the FMLN left-wing guerrillas there, Reuter reports from Managua.

The rebels maintain that their offensive is to force the El Salvador government of President Alfredo Cristiani into substantive negotiations.

## US education secretary sacked for soft approach

By Peter Riddell, US Editor, in Washington

Mr LAURO Cavazos, the departing US Education Secretary, did not resign voluntarily this week but was fired, after a meeting with Mr John Sununu, White House Chief of Staff.

The White House regarded Mr Cavazos, the first Hispanic-American in a US Cabinet, to be so unassertive and ineffective as to undermine President George Bush's aim of being known as the "education president". Only two hours after the resignation of Mr Cavazos was announced on Wednesday, Mr Bush made a speech urging improvements in educational standards, which are generally

seen as falling behind those of competitor countries.

Mr Cavazos's departure has gone unmentioned by teachers and by free-market advocates of educational reform.

Mr Bush's advisers are looking for someone who will be more active in energising support for educational reform.

Among the candidates for the vacant cabinet post, of Education Secretary and Labour Secretary (Mrs Elizabeth Dole resigned in late-October), are two House members who lost races last month for Senate seats, Mrs Lynn Martin and Mrs Patricia Sisk.

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## UK NEWS

## Dublin's claim to Northern Ireland survives vote

By Kieran Cooke in Dublin

A BILL to amend articles of the Irish constitution which lay claim to the territory of Northern Ireland has been defeated in the Dail, the lower house of the Irish parliament.

The bill was proposed by the small Workers Party and supported by the Labour party and the main opposition Fine Gael party.

However the governing

Fianna Fail/Progressive Democrats coalition was against the constitutional amendments and the bill was defeated by 74 votes to 66.

Fianna Fail had argued that amending the articles concerned - Articles 2 and 3 - would not be helpful at a time when negotiations to bring about talks between the constitutional parties in North-

ern Ireland were continuing. The Progressive Democrats said that any amendments must form part of a wider constitutional review.

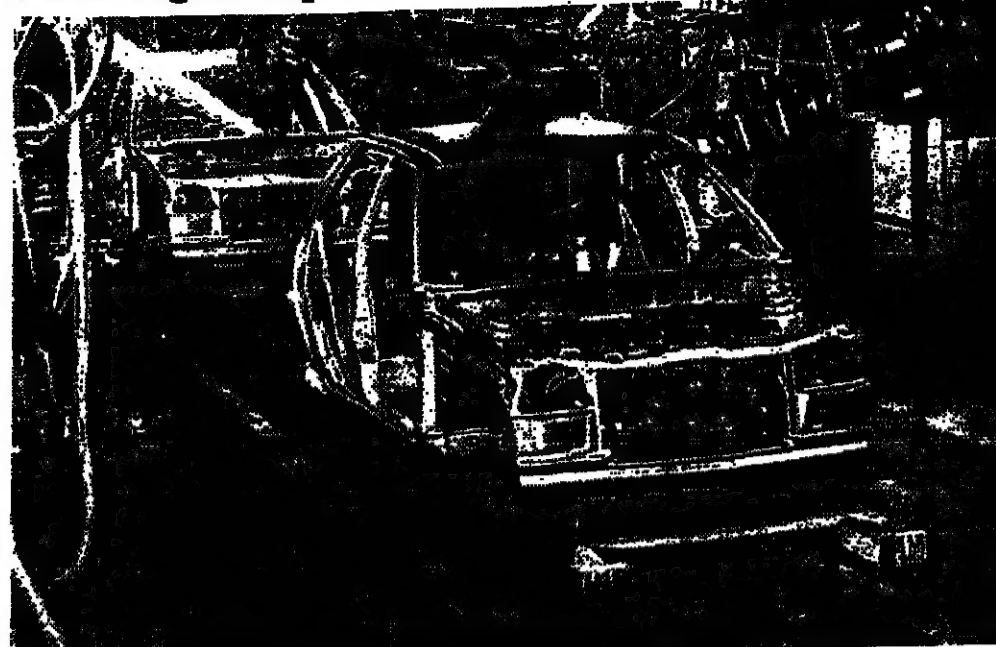
In a separate development Mr Gerry Collins, the Irish foreign minister, told a meeting of the British-Irish Inter-Parliamentary Body in Dublin that all party talks in Northern Ireland could bring about a

"fundamental re-evaluation of all aspects of relationships between our islands."

Mr Collins said that "everything and anything" would be on the agenda if talks took place between Dublin and representatives of the unionist community including Articles 2 and 3 of the constitution.

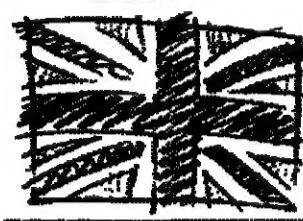
Mr Peter Brooks, the Northern Ireland secretary, described Mr Collins' comments as "very interesting." Mr Peter Robinson, deputy leader of the Democratic Unionist party, welcomed Mr Collins' statement. "The removal of Dublin's aggressive claim would transform relationships between Northern Ireland and the Republic of Ireland," said Mr Robinson.

## Ford begins export drive from Dagenham plant



Ford has begun its biggest car export programme from the UK for more than 10 years. It is shipping around 10,000 Fiestas a month from its long-troubled Dagenham assembly plant in the Thames Estuary to continental Europe. The US car maker has been struggling for many years to improve the productivity and quality of the Dagenham plant.

## BRITAIN IN BRIEF



## British coal chairman appointed



Neil Clarke: experience of mining industry

Mr Neil Clarke, chairman of Mollins, the UK precision engineering company, will replace Lord Haslam as chairman of British Coal. The appointment of the man who may well take British Coal into the private sector follows a five-month search for a successor to Lord Haslam, who is due to retire later this month.

Mr Clarke, who takes up his five-year post on 1 January 1991, is a chartered accountant by training, but has considerable experience of the mining industry. He made his name at industrial holding company Charter consolidated.

## BBC must stop promotions

An official government inquiry will tell the BBC to stop advertising its publications and products on its television and radio channels. The only exception will be the Radio Times, the BBC's programme listings magazine.

Meanwhile, the BBC has decided to close The Listener, the broadcasting-based weekly magazine, after 62 years because of increasing losses and declining circulation.

## Police link to be examined

The controversy surrounding the alleged links between a senior police officer and Polly

Peck International, the collapsed trading empire, widened when the home secretary, Mr Kenneth Baker, ordered a further investigation into the affair.

Mr Baker ordered a fuller inquiry into "certain matters" concerning Mr Wyn Jones, an assistant commissioner, after seeing the results of an earlier internal police investigation into Mr Jones.

## South Koreans invest in Wales

Sammi, a large producer of specialist steels, has taken a 23.5 per cent stake in a Welsh company that plans to start production of specialist steel next spring. It is the first South Korean investment in Wales.

Sammi paid £4.5m (\$4.3m) into Camborne Industries, a holding company quoted on the Vancouver stock exchange but now a British public limited company.

Camborne's subsidiary, Abernethy Industries, is building a plant in Neath, West Glamorgan, which is expected to begin production of a stainless-steel veneer for steel products next April or May.

## KPMG boosts actuarial arm

KPMG Peat Marwick McLintock, the world's largest firm of accountants and management consultants, has formalised its growing involvement in the actuarial field by establishing a new partnership of consulting actuaries - KPMG Peat Marwick Actuarial Services.

KPMG, like all major accountancy practices, has been providing actuarial services for some time. Since 1984 these have been provided by an actuarial department within the main partnership.

## McDonald's to start recycling

McDonald's, the US-owned fast food chain, plans to introduce a scheme next summer to recycle rubbish produced by its restaurants into commercial products.

The products will include compost made from food scraps and paper, and a variety of items using recycled plastic. Some products - trays and perhaps even restaurant seating - will be used in McDonald's own operations.

## Industrial cradle protected

Mr Michael Heseltine, in one of his first planning decisions as environment secretary, has turned down a proposal from

Shropshire County Council to build a new bridge within view of the Iron Bridge in the Severn Gorge.

The Iron Bridge - the most famous symbol of the birth of the Industrial Revolution - has special status as a World Heritage site.

It is, Mr Heseltine told the council in a letter, "a civil engineering masterpiece which 'fully deserves to have its magnificent natural setting protected'."

## BZW lays off 39 staff

Barclays de Zeeuw, the investment banking arm of the Barclays group, is making 39 people in its UK equities division redundant.

The job cuts and redeployment of staff within the group will affect 19 per cent of the UK equities staff. BZW Equities employs 1,300 people worldwide.

## Scargill avoids resignation call

An attempt to force the resignation of Mr Arthur Scargill, the president of the National Union of Mineworkers, was sidestepped at the first meeting of NUM leaders since an unsuccessful industrial action ballot.

A move by the union's small Scottish area to call for the resignation of Mr Scargill and



Arthur Scargill: president not to be dislodged

Mr Peter Heathfield, NUM secretary, and reverse the union's stance on pay talks was ruled out of order at an NUM executive meeting.

## Brixton prison condemned

Brixton prison has been condemned as "corrupting, depressing, seriously underdeveloped and underfunded," in a report by the chief inspector of prisons.

The facilities at the south London jail, where 12 inmates have committed suicide over the past two years, "hardly exist" at all, said Judge Stephen Tumim.

## Governor of Bank of England under pressure to reveal details to MPs

## Harrods Bank disclosure urged

By John Mason

THE GOVERNOR of the Bank of England came under increased pressure yesterday to disclose information about Harrods Bank to the Commons trade and industry committee after its chairman said he could do so under parliamentary privilege.

Mr Kenneth Warren issued a strong challenge to Mr Robin Leigh-Pemberton, the governor, to give evidence about the bank, saying it was "high time" he responded to the committee's request to do so.

He also indicated he might seek the support of the Commons as a whole in persuading him to give evidence.

The committee accepted the director of public prosecutions' conclusion there was insufficient evidence to bring criminal proceedings against the Fayed brothers, the directors of the House of Fraser, which owns Harrods and its bank. However, it has maintained that



Leigh-Pemberton: pressure

the courts should rule whether they should be disqualified from their directorships. Mr Leigh-Pemberton has argued that the provisions of section 82 of the Banking Act, placing him under a strict duty to maintain strict commercial

confidentiality, prevent him making such disclosures.

However, Mr Warren said that, according to his latest advice, such information could be disclosed to the committee under parliamentary privilege.

Urging him to do so, he said: "I really do hope that the governor of the Bank of England will look very carefully at his position in this matter."

"Bearing in mind he has had since before March 1990, it is high time he responded on behalf of the Bank of England to this very worrying matter about whether or not the bank and its directors, including the Fayed, are trading in a proper manner as required under the Banking Act."

The Bank of England responded by saying that if Mr Warren had advice which contradicted that given to Mr Leigh-Pemberton it would be considered. Speaking in a Commons debate on City fraud, Mr

Warren said the committee had not yet insisted Mr Leigh-Pemberton appear but emphasised it had the right to do so.

He acknowledged there might be some conflict in law between the provisions of the Banking Act and parliamentary privilege.

However, in such circumstances he said it would be "very surprising" if the Commons as a whole did not act to support the committee and its privileges.

Mr Robin Maxwell-Hyslop, the Tory MP for Tiverton and a member of the committee, said there was no question that Mr Leigh-Pemberton should give evidence.

"If he has declined either to justify his inaction, or report his action to the committee, then I think he should call into consideration his own occupancy of that office," he said.

## CITY REGULATION

## Labour plan to curb insider dealing

By Ralph Atkins

THE OPPOSITION Labour party yesterday set out proposals for toughening measures against fraud and insider dealing in the City of London. It claimed its blueprint would help "promote and enhance" the quality of UK financial services under the present regulatory regime.

Ms Marjorie Mowlem, opposition spokesman on financial and economic affairs, said the current system had to be clarified and improved urgently.

The Department of Trade and Industry had to accept broader responsibilities, legislation should be simplified and civil law sanctions introduced against insider dealing.

She said: "If self-regulation is to continue in its present

form, it must work more efficiently and produce a higher quality of service to consumers and business."

Her proposals, which concentrated on fraud and insider dealing in London's financial centre, stopped well short of proposing any fundamental reform of the present system. However, she did say that Labour would consider streamlining the number of regulatory bodies.

A Labour paper on the regulatory regime as a whole will be published next year and may see Labour backing a radical changes to a system similar to the US Securities and Exchange Commission (SEC).

Ms Mowlem complained about the poor reputation the

DTI had on combating large-scale City fraud. The abuse of inside information demonstrated "a major weakness of London's wide open financial markets."

Labour policy was to "promote and enhance the quality of UK financial services" and to "champion the development of London as a major European and international financial services centre."

Ms Mowlem suggested simplifying the 1985 Company Securities (Insider Dealing) Act so that a successful prosecution would now require only proof that the information came from an "authoritative source" rather than a named person.

The City's regulatory agen-

cies would be given the right to recover, under civil law, compensation. They could then distribute sums to individuals affected. A lower civil law burden of proof and the possibility of compensation for victims could complement criminal liability.

Other proposals included transferring the Stock Exchange's insider dealing team to the DTI, preventing duplication and ensuring no conflict of interest with the Stock Exchange's commercial activities.

Labour would introduce a statutory obligation for company information to be published "speedily" so the scope for insider dealing and fraud was reduced.

## Review of airport charges to cover cost of security

By Paul Betts, Aerospace Correspondent

THE three airports in the London area owned and operated by the BAA were referred yesterday to the Monopolies and Mergers Commission by the Civil Aviation Authority.

The 1986 Airports Act, obliges the CAA to refer these airports - Heathrow, Gatwick and Stansted - to the MMC every five years.

The CAA said yesterday the MMC would investigate and make recommendations by next November on the maximum increase in airport charges for the five years starting April 1992.

Airport charges are controlled through a formula set by the government for the five years from April 1987 which allows the airports to increase charges each year on the basis of 1 percentage point less than the rate of inflation.

But the airports have since been able to recover through airport charges 75 per cent of the additional security costs they have incurred as a result of the government's recent tightening of airport security regulations.

The CAA has asked the MMC to look particularly at a

number of issues which are expected to have a significant impact on airport charges. These include how additional security costs should be recovered; whether the three airports should be regulated individually or as an airport system; the implication of the 1992 European single market on the airports and their facilities; airport congestion and the BAA's future investment programme.

The BAA has been seeking a more favourable pricing formula because it argues that its capital expenditure is exceeding revenues. The BAA is expected to file a planning application next year for a £20m investment programme to develop a fifth terminal at Heathrow and is considering developing a second terminal at Stansted.

The CAA emphasised yesterday the referral was part of the regulatory procedures under the 1986 Act but it added that the MMC would also report to the CAA on whether any of the airports had acted against the public interest in airport-related commercial activities like duty free facilities and air-



Gatwick Airport, near London, to be subject of review with Heathrow and Stansted

port bus services. The referral coincided with fresh calls yesterday for the development of a new runway in the south-east of England.

The Air Transport Users Committee (ATUC) warned in its annual report that failure to build an additional runway would not only result in con-

siderable inconvenience to air travellers, but cause "massive damage to the UK economy with costs of up to £50bn by the year 2010".

## BRITISH ECONOMY

## Invisible trade shows alarming lack of buoyancy

By Peter Marsh, Economics Staff

WHAT used to be a life raft for the British economy is showing an alarming lack of buoyancy.

Invisible trade - services, interest payments and other financial transfers - as recently as 1988 earned a surplus of nearly £10bn, helping to offset the UK's large deficit on visible goods such as manufactured items.

Over the past four years, however, the surplus from invisibles has gradually declined, to £4.2bn last year. The Treasury is projecting a surplus this year of £2.5bn - which would be the lowest annual figure since 1980. Even attaining this relatively low number is by no means certain, as the first nine months of the year produced an invisibles surplus of just £1.9bn.

As the surplus on invisibles has declined, the overall current account deficit has risen, to a record £19.6bn in 1989.

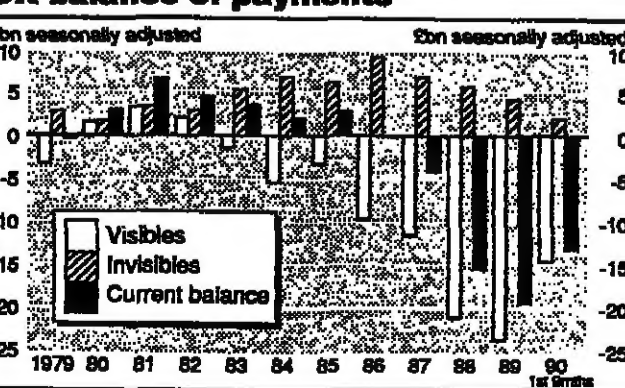
This year the deficit is likely to be about £15bn.

This week the Central Statistical Office said it had found £600m worth of extra invisibles earnings for 1990 which had hitherto been uncounted.

Despite this, the underlying trend worries a number of financial analysts, including Mr Gerard Lyons, chief economist at DKB International, a Japanese-owned securities house. Mr Lyons says: "A few years ago everyone assumed the invisibles surplus would keep on rising. The fact that it hasn't underlines the vulnerability of Britain's position on the balance of payments."

What lies behind the changes? One explanation is that Britain in recent years has become a net payer of cash to European Community institutions - transactions which turn up in the accounts under government transfers. A more fundamental factor is that

## UK balance of payments



Britain's performance in trade in services, while still strong, declined during the late 1980s. Last year, Britain had a surplus in services of £4.7bn, some £2bn below the annual levels seen in 1986-87. Britain's financial services industry, traditionally a strong export earner,

has seen its position dented as global competition has increased. And as more people take holidays abroad, net earnings on tourism and travel have come down.

Helping to depress the overall invisibles surplus has been the relatively low amounts of

capital flowing into Britain from interest, profits and dividends on overseas assets. During the past few years, the annual net earnings from this area have hovered around £4bn. That may seem disappointing, given the UK's high level of assets held abroad. One reason may be that the owners of the assets are reinvesting the cash overseas rather than at home.

Also contributing to the small invisibles surplus in the first nine months of 1990 is that, in the past year, UK-based banks have become large net borrowers relative to overseas groups. That has happened as the country has taken on more overseas debts to pay for the large visible deficit. So instead of banks fulfilling their historical role of earning large sums of interest on overseas loans, they have become net payers of interest.

In the third quarter of 1989,

Britain benefited from £750m of additional earnings by oil companies. That arose due to a one-off revaluation of their overseas stocks. Without this gain, Britain would probably have had a deficit in the three-month period on the flow of interest, profits and dividends - instead of the normal surplus.

Is Britain's invisibles surplus likely to leap upwards in the 1990s? The odds are not particularly good. As Britain gradually runs down its overseas assets, payments from interest and related financial transactions related to these assets are likely to decrease. And lack of progress in discussions on trade barriers related to services, part of the aborted talks on the General Agreement on Tariffs and Trade, has made many UK service companies pessimistic about increasing their overseas earnings in the next few years.

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BZW lays off 30 staff

Scott and resignation

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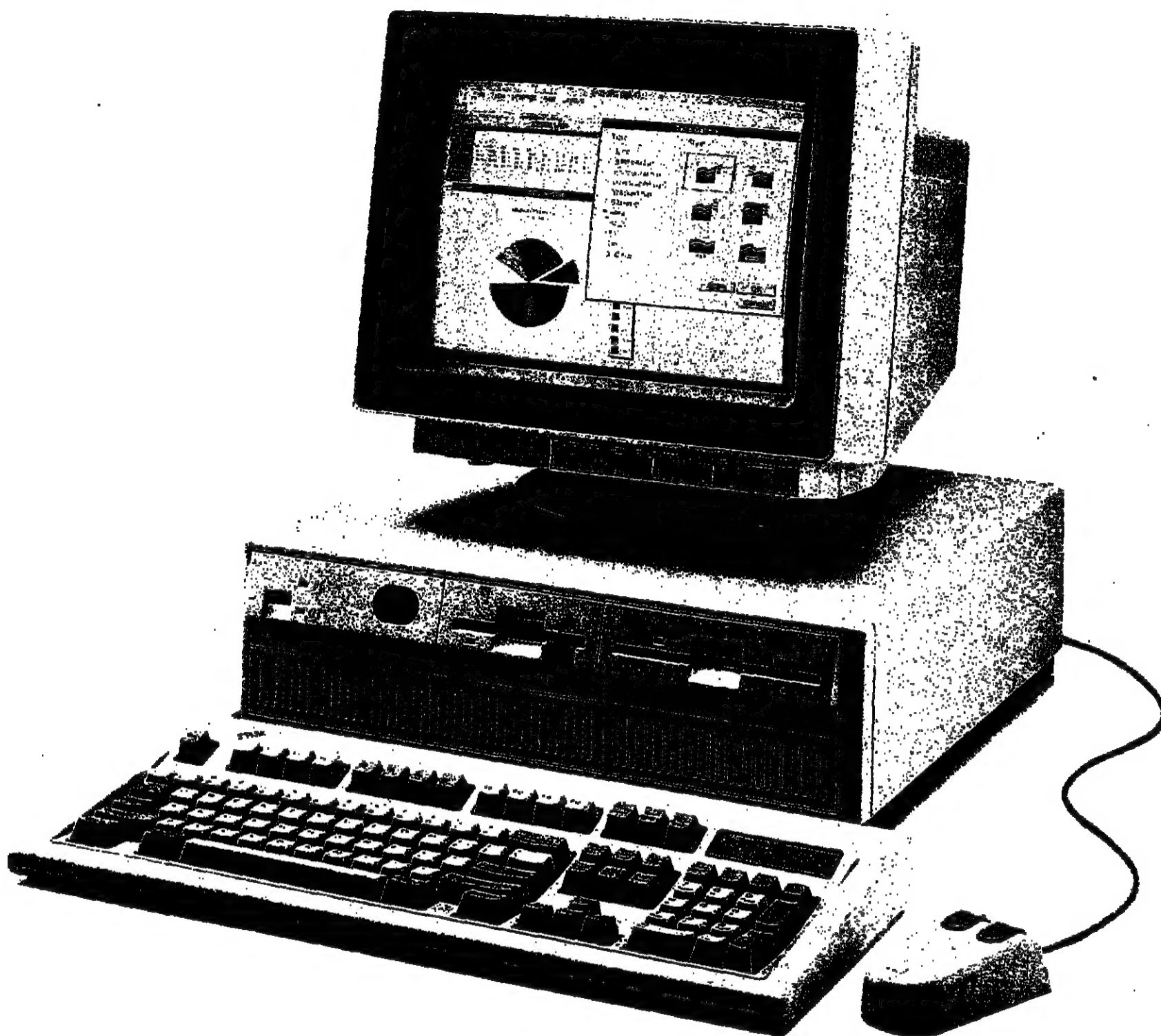
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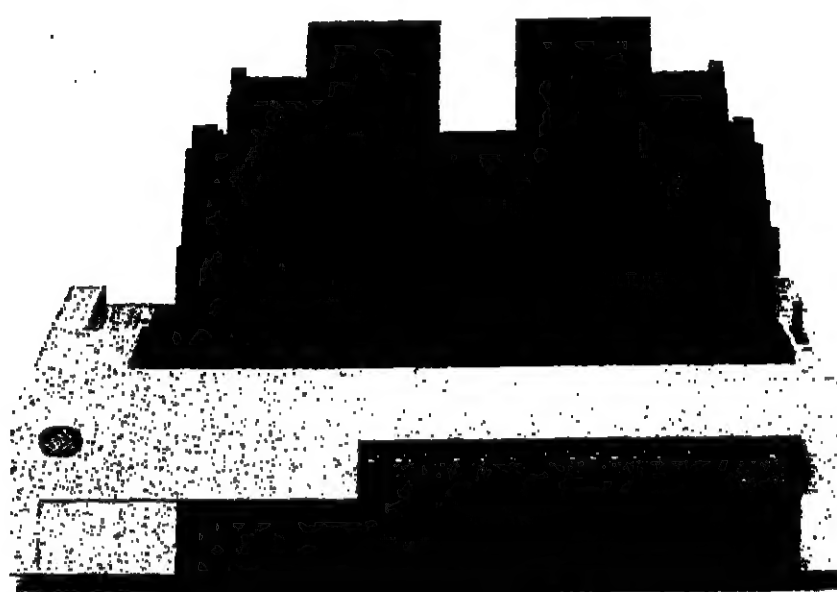
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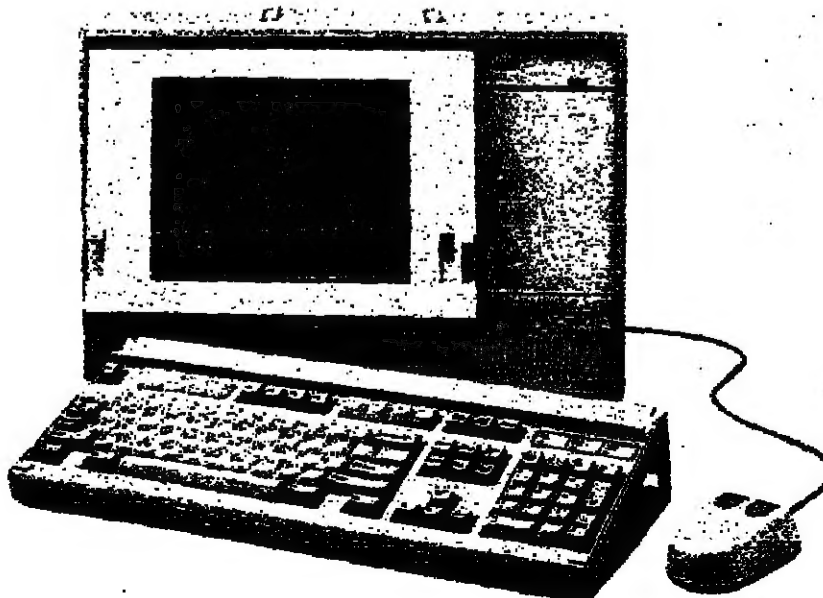
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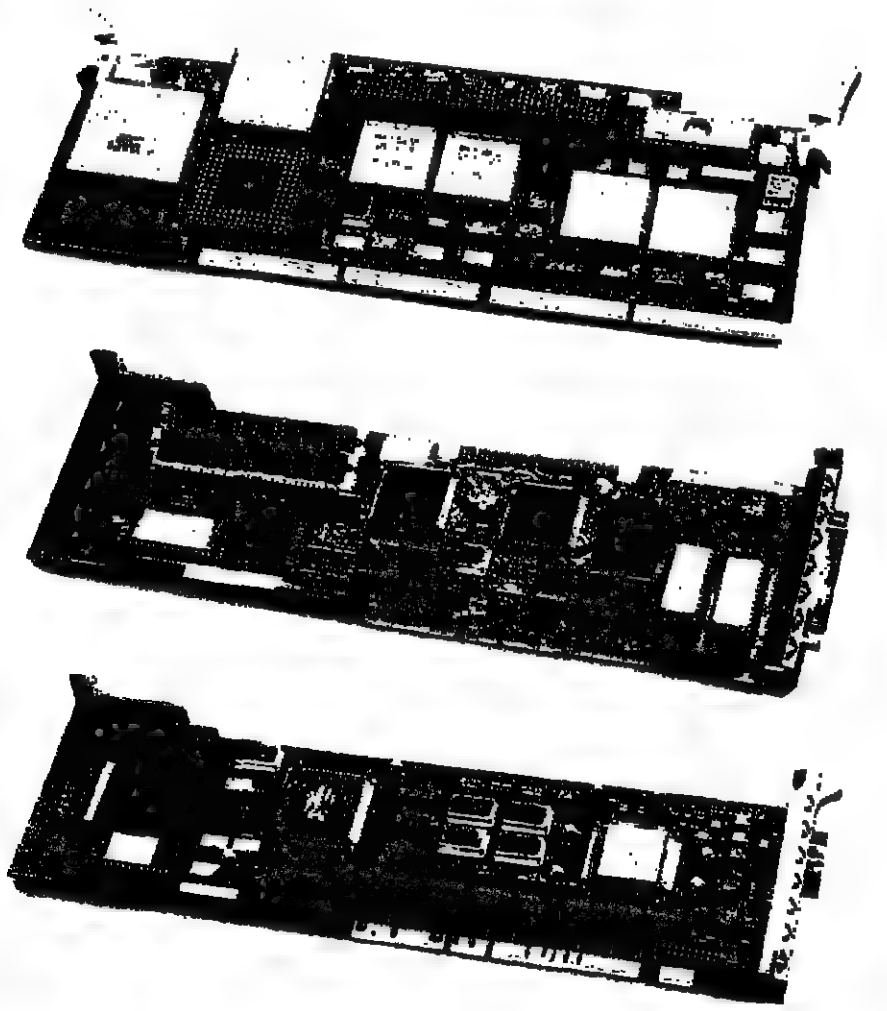
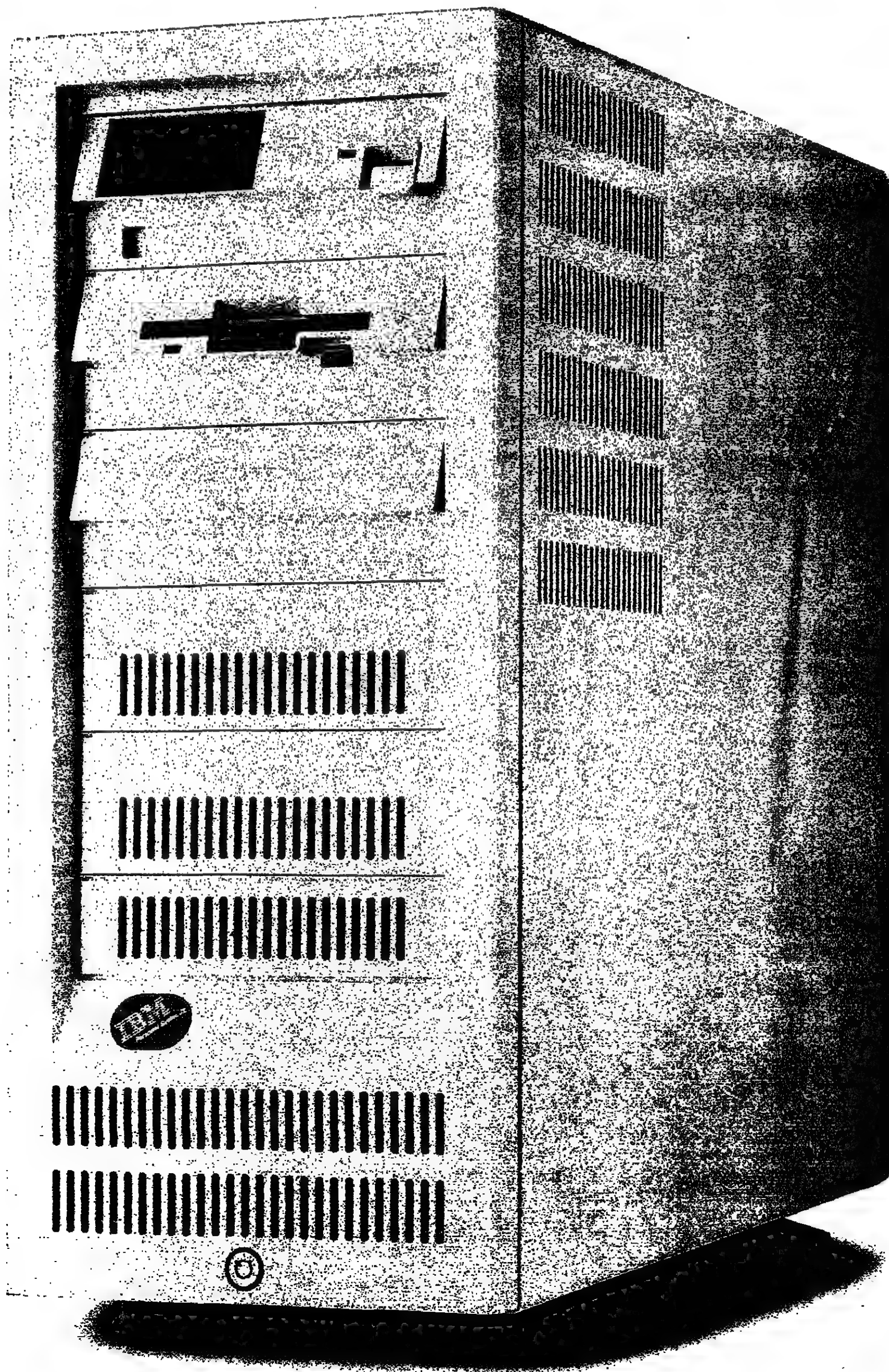
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## MANAGEMENT

# Better tuned to stay on the road

John Griffiths describes how ERF, close to bankruptcy ten years ago, has reshaped itself to withstand a plummeting market

If Peter Foden is a worried man, he shows not the slightest sign of it.

Theoretically, he should be gnawing his fingernails as chairman and chief executive of ERF (Holdings), the UK's last publicly-quoted independent heavy truck-maker.

The UK truck market on which ERF is overwhelmingly dependent has plummeted by nearly one-third this year and by one-half compared with two years ago.

Big truck-makers like the Anglo-Dutch DAF have warned of big financial losses ahead, and job and production cut-backs have spread across most of the industry.

In almost exactly the same market circumstances a decade ago, ERF teetered at the very brink of bankruptcy.

Its product range was chaotic - ERF would meekly fit whatever make and combination of engine/gearbox/axle was demanded by an individual customer's whim.

Its production processes were inefficient. And it was unable to match the big discounts of engine/gearbox/axle rivals desperate, like ERF, to keep assembly lines moving.

Sales plunged. Output came to a virtual standstill. The workforce was more than halved and only particularly understanding bankers allowed ERF sufficient time to pull through the crisis.

Yet ten years later, it is ERF which has survived to retain its independence and thumb its nose at the fates of Bedford - sold off to the entrepreneur David JB Brown by General Motors; Leyland Vehicles, now part of DAF; and Ford's truck operations, placed into a joint venture with Italy's Iveco.

And Foden, a burly, moustached figure whose well-developed sense of humour belies an appearance which is the archetype of the hard "truck and brass" North Country businessman, insists that ERF's survival is not in doubt despite the severity of the current recession.

"We've seen it all before.

This time round, I'm perfectly comfortable - if you allow for the fact that no one likes having to introduce lay-offs.

"We've got lots of cash. We're looking three years ahead. We don't believe in 'short-termism', and a downturn of 12 months or so is something we can now take in our stride."

Even before disclosing its 1990 interim results on Wednesday, Foden was making no attempt to disguise the fact that there would be a deepening of the losses into which ERF plunged in the second half of its financial year (ended last March 31), after four years of sustained profitability which saw a record £7.85m, pre-tax, achieved the previous year.

Before the market slumped, analysts had been predicting

profits of up to £10m. Instead, the £3.27m for 1989 overall disguised a second half loss of £474,000.

The market was well prepared, therefore, for Wednesday's disclosure of an interim loss, before extraordinary items, of £1.61m and a halving of interim dividend, to 2p per share. The fact that ERF's share price closed that evening up 5p at 80p indicated that the market shares a little, at least, of Foden's confidence, although, like most truck-makers, the closing price was but a shadow of the 500p-plus levels reached in 1988/89.

Despite the recent one per cent cut in base rate, Foden and most others in the industry maintain that further cuts of two or three percentage points will be needed before truck operators even start to regain confidence.

Most in the industry will now be pleased if there are signs of upturn by the second half of next year.

Foden can point to ERF's legacy of the mid- and late-1980s boom years - accounts showing consolidated net assets of £29m and no borrowings - as evidence of the Sandbach, Cheshire-based company's ability to stay on the road, helped by a rights issue last year which raised £6.1m, the recent sale of a plastics subsidiary for £4.5m and £2m from selling a 37.7 per cent stake in a South African truck-assembly subsidiary.

Nor, he declares vehemently, is there the slightest chance of scaling down a recently-launched £2m development and retooling programme, intended mainly for a new generation of cabs to be launched in less than two years' time.

"Short-termism is not practical in an industry where product development needs long-term investment in terms of monetary and management resources."

The contention that ERF currently is on top of the situation is given some support by debt footwork carried out as far back as August last year, when truck sales overall still seemed to be booming. Nevertheless, ERF's board decided to cut 65 of its 1,100 jobs and start reducing production in expectation of a downturn.

There was little time for rivals' rumour-mongering, before they were starting down the same cutbacks road. Since then, ERF has reduced its workforce to just under 800, partly through natural wastage; output is battered down to seven trucks a day from a peak of 21 two years ago; and there will be four-day working in January.

Even ERF's loss of market share at a greater rate than the market itself is falling appears to be viewed pragmatically. Rod England, ERF's market-



Peter Foden: "A downturn of 12 months or so is something we can take in our stride"

ing director, describes some of the deals now being offered by some truck-makers desperate to keep production lines moving as absurd - up to 20 per cent off list prices, with other incentives worth several thousand pounds more, on £50,000 heavy trucks.

Foden stresses two main factors as having changed ERF's viability. The first is the product rationalisation in the early 1980s, which, in Foden's own words, "stopped us being a fruit salad maker".

Out went the wide array of engines, gearboxes and axles, from a variety of manufacturers, with which ERF had been willing to make virtually customised trucks for individual operators - at a high, but unrecoverable, cost.

In came a more standardised truck range built around Cummins engines, Eaton transmissions and Rockwell axles on a more modular basis.

Individual truck operators can be as subjective and prejudiced about truck engines and gearboxes as any car enthusiast, and there were plenty in the commercial vehicle world who predicted that ERF would have a customer revolt on its hands. As it turned out, deserters from the marque have been few.

And the simplified production processes also made easier the second key decision: to cut the number of operations undertaken in-house. It still makes the cabs for its own larger trucks, but buys in those for its smaller ranges from Steyr-Daimler-Puch in

Austria. In most respects, it has become just like the majority of North American truck-makers in that it is now essentially an assembler of other manufacturers' parts. As a consequence, says Foden, "we do not have huge machine shops and foundries; all we have to do is turn off the tap from our suppliers."

The tap is now turned to a relative trickle. By the time this year is out, ERF will have done well to produce and sell 2,000 trucks.

One seemingly obvious counter-measure for ERF is to develop export markets. But ERF currently is much more concerned with conserving resources than committing them to the uncertain success of an export drive.

Such caution is understandable. Foden himself readily admits ERF had a "horrendous" time in the early 1980s truck market collapse.

Instead, ERF is endeavouring to maximise revenues from UK operations. To that end it has set up two wholly-owned distributorships - currently it owns two out of a total of 25 - and may set up more provided, says Foden, independent distributors don't feel ERF is "stepping on their toes".

Despite such efforts, ERF clearly is going to have its work cut out to keep losses to manageable proportions.

Presuming it succeeds, ERF does not rule out an orderly expansion into the Continent in the longer term, as the at-large European market takes shape - and particularly if the

UK's 7.5 tonne breakpoint for operators' licences disappears and there is a substantial market shift from the highly popular 7.5 tonne sector to 10-12 tonnes. "That's close to what we already make - we could broaden down to 10 tonnes," says Foden.

Customer pressures could require ERF to set up a continental shop more seriously anyway. "We know a lot of our customers are looking at Europe. We've already got arrangements with Cummins service points in Europe, and we're looking at ways of improving service availability further."

One solution, he suggests, could be a joint venture, certainly in distribution and finance, and maybe on major future components like cabs.

Foden himself is at something of a loss to explain the tenacious grip ERF has maintained on its market niche. Like any other truck-maker he talks of producing a vehicle "the customer wants to buy."

"It's competitive, and not just on price, but to operate. The cost of parts is low and so is downtime." Another factor, he suggests, is the ability of a small company to respond more quickly to customer needs than a larger.

Not least of its assets, however, he acknowledges, is that there are still a lot of operators who like "buying British" from a small company determined to retain its independence.

Previous articles in this series were published on November 21, 30 and December 4.

## Efficiency as the only benchmark

Hazel Duffy considers the consequences for public services management

All the results of good nursing can be spoiled by petty management.

Florence Nightingale, 1859

Christine Hancock, general secretary of the Royal College of Nursing, describes the gulf between managers and nurses in today's National Health Service more graphically than the eminent founder of her profession.

"We don't even have a common language," she told a recent seminar on the issues facing managers and professionals. She illustrated her terse observation by referring to the approach taken by a nursing team in a geriatric hospital who wanted the seats of the toilets raised for the comfort of their charges. Management was silent to their pleas, until the team presented the request as the means to cut down on the amount of soiled laundry, and therefore on the laundry bills. The argument won the day.

There is, of course, another side to the coin. The resistance to change by the professionals - particularly the doctors - is legendary in the health service. Managers criticise doctors' behaviour, accusing them of "professional tyranny".

Henry Mintzberg, of the McGill University faculty of management, and member of the King's Fund College, makes a special study of "organisations". He identified the problem as doctors wanting to control every decision the hospital makes, but also wanting to be outside the busy day-to-day administration. They then cause havoc when changes are brought in.

Managers, however, often do not appreciate that professionals approach varied tasks in different ways, suggested Mintzberg. When a patient has a cardiac arrest, everybody knows what to do. They work as a team. But medical practice also requires professionals to be innovative. Then people need to be given scope to work independently.

But governments are unhappy with any suggestion of a discretionary approach. They want to control organisations, so they set up bureaucratic machines to implement

budget controls, and that means hierarchies, and sets of procedures, which antagonise the professionals.

It is not only the British government - in some cases a leader in public sector management - which falls into this pit. Mintzberg drew the parallel with education in the US, where, he claimed, centralised curriculum planning "has virtually destroyed education... nothing you can do outside the classroom will make an ineffective teacher more effective, but it will demotivate a good teacher. The only thing that government can do is to find the best teachers."

The efforts of government to gain control over managers in the public sector dominated the 1980s scene, said Sue Richards, a director of the Office for Public Management, which organised the seminar.

But sometimes politicians' efforts had unforeseen consequences. Take the 20 per cent manpower cuts imposed on the Central Statistical Office, justified in the name of efficiency. One serious, but unforeseen result, was that Treasury forecasting suffered.

The problem was that efficiency was too often seen as the only benchmark in public sector management, and it had to be centrally directed. If managers are ever to get anywhere, they must go "with the grain of the professionals," said John Stewart, professor of local government at Birmingham University.

Take teaching, for example: the government this week decided to subject teachers to a formal assessment programme - thus indicating that it does not trust the teachers to devise their own measurement.

Unlike the private sector, where the customer is an individual who purchases the product or service, there are several "customers" of the classroom - child, parent, potential employer - who all have needs to be met.

If politicians are really serious about giving the customer of the public services a better deal - and that includes almost everybody in the UK - it has to bridge the yawning gap between the people who manage and the people who practice in the public sector.

## The 1992 Universal Exposition actually began ages ago.

You are in Seville, where the setting sun paints the buildings gold and your camera is poised to capture the magic of the Torre del Oro near the Guadalquivir river, before night falls. Although the city will be made even more famous by Expo '92, it is already a permanent exhibition for centuries of Spanish culture. To see for yourself you only have to stroll round the picturesque quarter of Santa Cruz. Wonder at its majestic Gothic Cathedral, one of the biggest in the world. Admire La Giralda. Visit the Alcázar Real and the Casa Pilatos. Or join in the colourful "Feria de Abril" when the townspeople dress in splendid Andalusian costumes, flamenco dancers spin in a whirl of colour, horses parade majestically, wine flows and "tapas" are enjoyed. Now, you sit down with a glass of sherry and reflect that the 1992 Universal Exposition may only last a year. But the exhibition of Seville will go on for centuries. Consult with your travel agency.



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## THE PROPERTY MARKET

## Employment and orders crumble

By Vanessa Houlder

"ARCHITECTS' practice ceases trading" ... "Surveyors feel the pinch" ... "Construction industry warns of collapse". Headlines like these have been thick on the ground in recent months, leaving few doubts about the pressures on property-related businesses.

In the construction industry, the failure of companies such as Farr, J M Jones, Rush & Tompkins, Brims Holdings and Emsons, is the tip of the iceberg. Up to 30,000 small and medium-sized builders could stop trading this year, according to a survey by Barclays Bank. The Building Employers Confederation has estimated that 150,000 construction jobs will be lost this year and next as a result of the recession in the housing and commercial property markets.

Similarly, for architects the squeeze of the quoted sector is echoed by countless smaller firms. D Y Davies, a south-east firm warned recently that it would make an interim loss. The Company of Designers has warned that it expects to make a loss for the year. Conditions have deteriorated in the past few months. Stellar WRM Associates, a long-established

Bath firm of architects which recently went into liquidation, had enough business to last it a year three months ago. Within six weeks, every major project was cancelled and the firm went under.

Architects thrown on the job market may have to rely on their own resources. "A lot of people who have been laid off have started up on their own," says Mr Chris Palmer, a spokesman for the Royal Institute of British Architects. Self-employment is common in the industry and start-up costs are low. Moreover, architects tend to be generalists and can switch their attention to what little work exists.

Surveyors have also sunk deeper into the mire in the past few months. So far, the only quoted surveyor to have announced the result of the last six months is Baker Harris Saunders, which this week announced a drop in pre-tax profits from £609,000 to £456,000. Yet six weeks ago, Sinclair Goldsmith Holdings revealed that its figures for the six months to the end of November will show "a sizeable loss".

Some companies have been much worse hit than others. Generally, the best placed are those with val-

uation, management and rating business, whereas the hardest hit have been those who depend on income from lettings and deals. These companies are having to wait longer for their fees (up to two years, according to Baker Harris Saunders) because buildings are taking longer to let. Bad debt problems are also prominent, particularly among those dealing with fringe developers. Surveying firms on the list of Citygrove's creditors were owed a total of £389,000.

Small and medium-sized firms are particularly badly affected. If buildings are difficult to let, most landlords will tend to use the best-known agents. "Work is polarising to bigger firms at the expense of small firms," says Mr Michael Baker, managing director of Baker Harris Saunders. "A lot of city firms will be reduced by a half," he adds.

Surveyors have made widespread redundancies. Baker Harris Saunders has shed 15 per cent of its staff since the peak - a fall which is "in line with the competition". Many companies have drastically scaled down their graduate recruitment to the despair of many newly-qualified surveyors. "It is a very bad time to be job hunting," says Monica Idnani, a consultant at MSL Recruitment Consultancies. "Graduates will take anything they can get."

Expectations may be scaled down throughout the industry. "One of the problems with our business is that basic salaries are too high,"

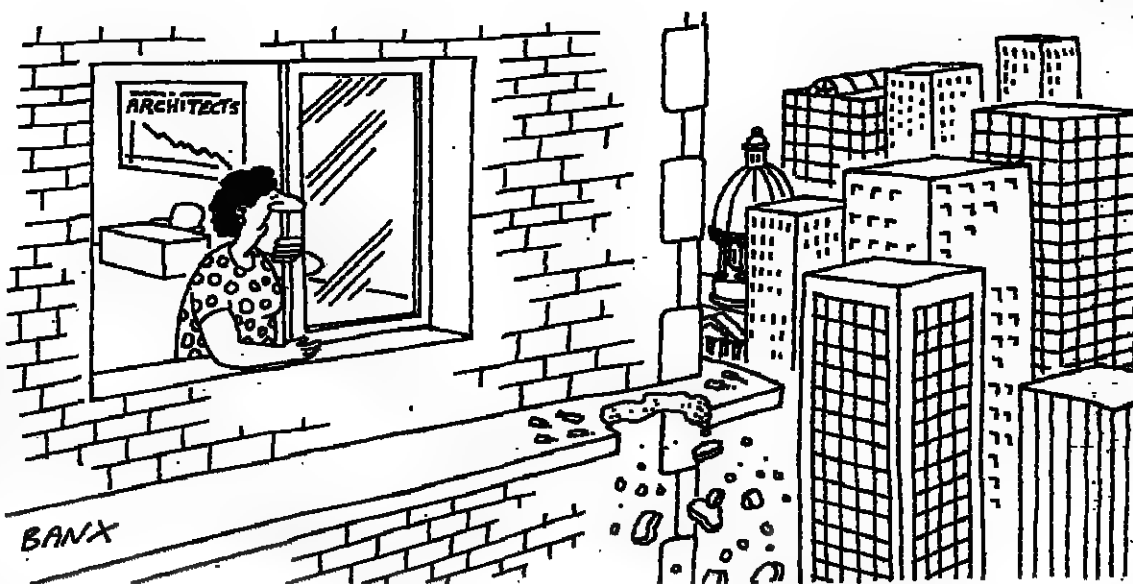
says Mr Baker. "The need for good, committed people meant that 28-year-olds earn £80,000, £70,000 a year. Long term, the industry has to look at that."

Property company accounts may be true and fair but that, for many of them, is where their virtues end. Different formats and accounting policies hinder comparison between companies and too often, the initial impression is greatly at odds with that given by a careful perusal of the notes.

It is a long-standing problem that has become even more acute in a testing market. So much so that Stoy Hayward, the accounting firm, recently asked a team of investment analysts, accountants and academics to find the most informative set of accounts.

The winner was MRP, the UK's second largest property company. Its annual accounts are crisscrossed with lengthy reviews, notes to the accounts (14 pages in the 1990 version), details of every building valued over £5m, an analysis of its portfolio as well as a plethora of unusually pretty pictures.

It is not alone. Several other large companies, most notably Land Securities and Capital & Counties are commendably informative. However, the accounts of many smaller companies - with the honourable exception of A & J Macklow, a Midlands-based developer and investor in industrial property, which was commended in the award - range



from the reticent to the confusing. The main shortcomings of property accounts concern:

- Capitalisation of interest. Although almost every property developer capitalises interest on the grounds that interest charges are an inevitable cost of erecting a building, there is little unanimity about when to stop. Some auditors allow it to continue until the income from the development exceeds the interest cost; others decide to call a halt, say, a year after the building is completed. Others still, allow capitalisation until a certain percentage of space has been let in the building. For the analyst, confusion reigns - particularly as the disclosure of the policy used is often inadequate.
- The information given in the chairman's statement. This is often

too historic, with insufficient attention given to future prospects or to development finance.

- Inadequate breakdowns of income and assets by location and type of property.
- Off-balance-sheet finance. By forming associate companies to accommodate joint ventures, some companies have just the sketchiest details about their debt. The new accounting standard that takes force in the new year will insist on greater disclosure. A promised new accounting standard, born out of Exposure Draft 42, may clamp down even more on off-balance-sheet anomalies.
- Treatment of sales of investment properties. Sometimes these are included in the profit available for dividend, sometimes as extraordinary items.

● Lack of detailed information. For example, many companies do not discriminate between net and gross income.

Most observers claim that the obtuseness of accounts is not deliberate - and indeed would take little effort to put right. "Most companies have this data and it would not be too difficult to put it in the accounts," says Richard Barkham of the University of Reading.

However, on some matters, further action is required by the accounting industry. For instance, it may be that the full in the development cycle in 1993 is a good time to tighten up the rules on capitalised interest. In the meantime, Reading University will publish a paper in the New Year giving its recommendations for more informative accounts.

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## TECHNOLOGY

For Amgen, today is the day of reckoning. The US Food and Drug Administration advisory committee is scheduled to consider approval of the biotechnology company's second pharmaceutical product, a drug that is expected to become the biggest selling biotech product to date.

Approval would confirm Amgen's role as the world's leading independent biotech company and ensure continued steep revenue growth. It could also set the company on a path towards achieving its ultimate goal of becoming a leading multinational pharmaceutical company, the first to emerge from the biotech industry and one of the few top drug companies formed in the past 50 years.

Amgen's ambitions fly in the face of the prevailing trend in the biotechnology industry towards mergers and consolidation. According to a recent survey conducted by Ernst & Young, fully 40 per cent of US biotechnology companies expect to be acquired within the next five years.

The trend has been set by industry leaders. Genentech, the largest biotech company, sacrificed its independence earlier this year when it merged with Roche Holding to gain a deep-pocketed parent as well as the advantages of an established sales and marketing organisation.

Similarly, industry pioneer Cetus recently announced that it has abandoned its dream of becoming a leading independent pharmaceutical company and is actively seeking "strategic partners".

But Amgen is not deterred. "Absolutely, our goal is still feasible. It becomes more humbly with every passing month," claims Gordon Binder, Amgen's chairman and chief executive. So what makes Amgen different?

The first requirement is great products, says Mr Binder. Partly through luck, he acknowledges, Amgen has hit two "home runs" with its first products. First-year sales of Amgen's Eprex (erythropoietin), a drug to treat anaemia in kidney dialysis patients, were over \$100m, setting an industry record.

Neupogen (recombinant granulocyte colony-stimulating factor), the subject of the FDA advisory committee hearing this week, could be an even bigger seller, though it is expected to take off more slowly. The new drug helps to boost the body's immunity to bacterial infections and has

Louise Kehoe on what is at stake for Amgen as it comes to the end of a notable week in its history

## Cliffhanger in a biotech tale

been extensively tested among cancer patients undergoing chemotherapy. While chemotherapy kills cancer cells, it also damages the white blood cells that normally fight off infections. Neupogen helps to restore immunity allowing heavier doses of chemotherapy at lower risk of infection.

The drug may also prove useful in boosting the immunity of AIDS patients and those suffering from leukemia. But bringing powerful new drugs to market requires far more than good luck. Amgen's secret is "careful planning", Binder claims. "We have tried from the very beginning to plan ahead. We have always had the attitude that action plans are supposed to happen. That is an orientation that is lacking at many biotechnology companies."

Amgen's approach to one of the most critical problems facing biotechnology companies — how to decide when and whether to abandon a line of research or step up development efforts — demonstrates the mix of financial discipline and scientific expertise that the company brings to the biotechnology business.

When laboratory results begin to show promise the company forms a "product development team" jointly chaired by a scientist and a business executive, typically a marketing manager. This team remains responsible for the potential product throughout its research and development, trials, clinical studies and the approval process.

Producing successful products is only part of the challenge, however. Like all biotech companies, Amgen must constantly balance Wall Street's demands for short-term profits with the need to pour funds into long-term, often highly speculative, research. It is this commitment, more than any other factor, that has convinced some industry analysts that the best route for biotech companies is the one taken by



Genentech — merger with an established pharmaceutical company.

To date, however, Amgen has managed to keep both the balance sheet and the research side healthy. Amgen has turned a small cumulative net profit since its initial public offering in 1982. For the first six months of fiscal 1991, revenues were \$150m, up from \$68m in the first half a year ago. Net income rocketed to \$25.4m from \$4.7m. This is in sharp contrast to the financial performance of other biotech companies such as Cetus, which has racked up cumulative losses of over \$165m over the past seven years.

Another critical constituency for Amgen is government regulation. Throughout the years of clinical trials that must be conducted before the FDA considers approval of new drugs, Amgen has spent heavily to maintain close relations with regulators. Once products are approved by the FDA and foreign regulators, marketing and sales operations begin. Over the past 18 months, Amgen has built up one of the larger US salesforces in the drug industry and the company is in the process of creating its own sales operations in Europe. Amgen is gradually weaning itself from reliance upon marketing partnerships with established pharmaceutical companies. Amgen shared sales rights to Eprex with Johnson & Johnson in Europe and Kirin Brewery in Japan.

With its second product, Neupogen, Amgen will extend its own sales and marketing to cover North America and Australia and collaborate with Hoffman-La Roche in Europe as it builds up its own European sales force. The co-operative arrangement will "show Amgen the ropes in Europe for selling subsequent products there on its own," explains Harry Hixson, Amgen president and chief operating officer.

Maintaining a flow of new products is essential if Amgen is to achieve its ambitions. Some will come through licensing arrangements, others Amgen will develop in its own research labs.

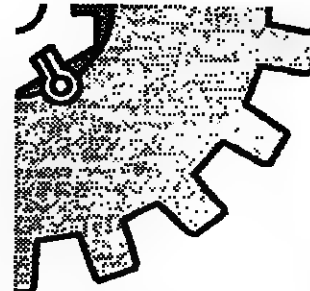
Yet while Amgen appears to be heading in the right direction, the company still faces several potential roadblocks. Like most US biotech companies, Amgen has become enmeshed in legal battles. The company is locked in a patent dispute with Genentech Institute over Eprex. An appeals court ruling, expected early next year, could end Amgen's exclusive US rights to sell Eprex.

A broader issue facing Amgen and other biotech makers is the rising concern in US government and the health care industry circles over drug prices. While the biotech industry maintains that profit margins must be high in order to sustain the high costs of research and development, politicians and health care providers are accusing the biotech industry of overpricing.

Binder's view is, "When you develop a drug that really works well, you are bound to be seen as a cause of rising health care costs because doctors will want to prescribe it and people will want to buy it." He concedes, however, that drug prices will be a big issue in the future.

Amgen's immediate challenge, however, is to bring Neupogen to market. The company is quietly confident that it will win FDA approval for the drug. But nothing is certain. Just four months ago, the biotech industry was hit by a shockwave when a similar FDA advisory committee called for further evidence of the efficacy of two biotech drugs that many thought were certain to be approved.

Any delay in approval for Neupogen would be a serious setback for Amgen that could throw the company off track and have repercussions throughout the biotech industry. For all of its careful planning, Amgen can now only wait and see.



### WORTH WATCHING

by Della Bradshaw

#### Talking point for machines

ALMOST every piece of equipment, from the largest item of industrial machinery to the domestic coffee maker, has an electronic controller embedded in it.

Now a Californian company has developed a controller which can not only supervise the individual machine into which it is built, but enables the machine to talk to others which use the same controller over a network.

The Neuron chip, from Echelon Corporation, of Palo Alto, could be used to monitor and control equipment in a factory, office building, or home. Up to 32,000 controllers can be connected in a single network.

Small networks of Neurons could also be incorporated into individual products, such as photocopyers or lighting systems. Eventually, a handful of Neurons could be used to control all the functions in a motor car.

Echelon believes the low cost of the chip — the initial price will be around \$10, but could eventually drop to \$1 — will make the controller chip, which has kept the cost down by combining the latest semiconductor, computer and communications technologies on the chip.

Motorola, of the US, and Toshiba, of Japan, will be developing the controller chips, which should be available early next year.

#### Coded card will guide the blind

BLIND people are being given an electronic helping hand to assist them cope with an increasingly technological world, writes Lynton McLain. The Royal National Institute for the Blind has launched

React to help visually handicapped people find and use public machines, such as petrol can crossings, ticket gates or cash dispensers.

React is a electronically coded card made by GEC-Marconi and is designed to trigger recorded messages in machines in public places. Transceivers in the specially coded machines emit a continuous radio signal. Circuits in the card reflect the signal back to the machine, triggering the message.

A pilot scheme is underway at London's Great Portland Street tube station, in which someone walking towards a ticket gate hears a message stating whether it is an entrance or an exit. A second trial next spring will enable people to use the card to get more time to cross busy roads. Transceivers fitted to traffic lights will emit a sound when a person with the card is within a few feet of the post and change the lights to red.

#### Oil container with green credentials

PLASTIC containers of motor oil have never had very good "green" credentials — until now that is.

Esso is now packaging 5 litres of oil in a plastic container which has a core of recycled post-consumer material — plastic which has been used in bottles and other generally available containers.

The containers, made by Pysau, of Milton Keynes, have a three layer wall. The inner layer, which is in contact with the oil, is made of new plastic, as is the outer layer, to ensure that the pigmentation can be controlled to give an attractive pack decoration. The centre layer of the sand-wich uses recycled post-consumer material and other recycled plastic. About 25 per cent of the total plastic content of the container is post-consumer material.

#### Programmed for the business user

TRAILING around the latest computer exhibition to find the piece of hardware or software you need to run your business can be wearing on both the feet and the nerves. Even more trying is to discover after you have bought the equipment that another item would have done the job more efficiently.

Now a Lancashire company can help find that elusive item

through a database on which is stored information on 5,500 computer systems suppliers, 25,000 proven software packages and approved maintainers.

Maurice Hamill Associates, of Chorley, has spent 12 years and £2m in developing the database. Information can be retrieved through a phone call or, for larger companies, by tapping directly into the database over a phone line.

#### Scales of digital justice for baby

ONE hundred and fifty thousand solar-powered weighing scales will soon bring an appropriate high-tech solution to the problem of weighing infants accurately anywhere in the world, writes Geoff Tansey.

The scales are being produced by Unicef, which has been given the rights to the scales by the Australian International Development Assistance Board (AIDAB).

The new scales, which look like bathroom scales, use a solar cell or battery for power. A rust-proof enclosure, expected to last at least 10 years, covers the measuring balance. This is linked to a converter that produces a digital display of the baby's weight.

The mother is weighed and then the mother and baby together, with the scales calculating the difference between the two.

Unicef is discussing manufacture with various companies to produce the scales over the next four years.

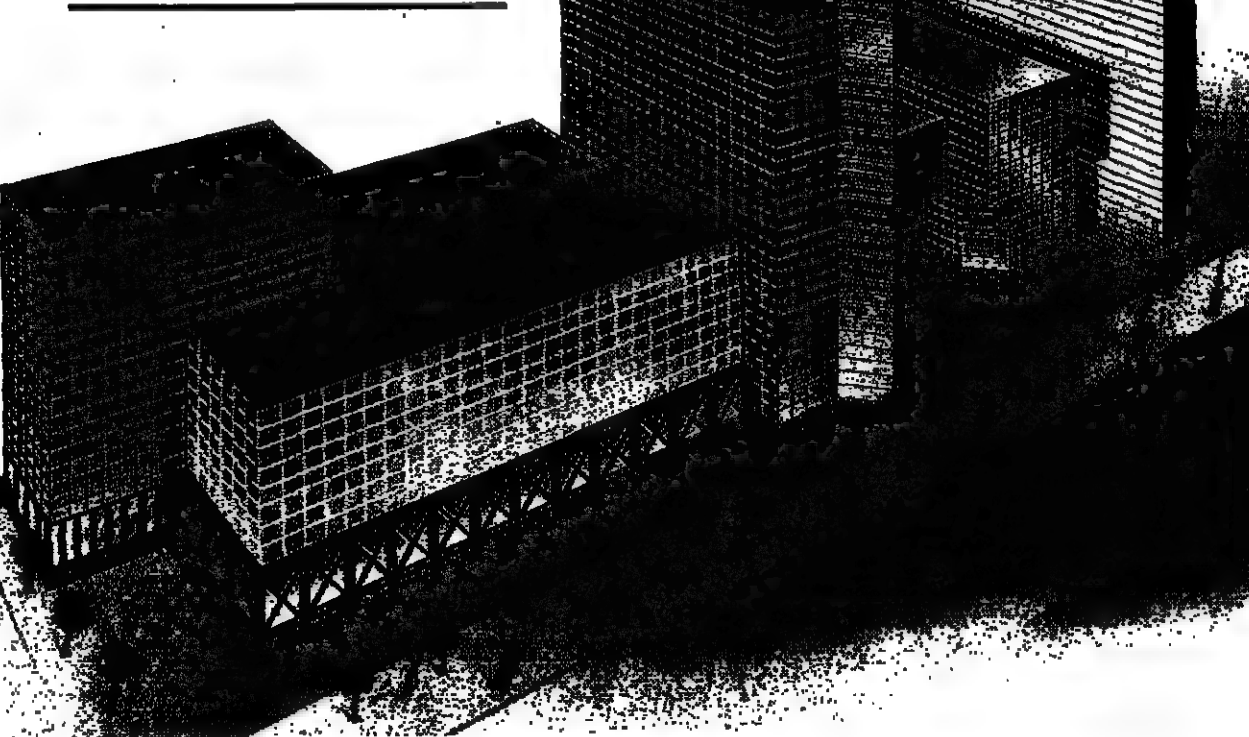
#### New window of opportunity

THE latest graphics software, Windows 3.1, is used in the most serious business applications. It is also being used as the latest executive toy.

For those executives who like to play backgammon, E F Dickey, of Illinois, has exploited the graphics capabilities of Windows to produce a highly recognisable backgammon board. The interactive game is being sold in the UK by Windows for the World, of Lewes, Sussex, for £29.95.

Contacts: Echelon UK, 418 855 7400; UK, 071 631 1820; FAX: UK, 071 631 1266; Pysau UK, 0800 582311; Maurice Hamill Associates UK, 0257 282776; AIDAB, Australia, 062 73 40 11; Windows for the World UK, 0273 453678.

## Las Torres DEL EIX MACIÀ



## COME AND DO BUSINESS WHERE BUSINESS IS DONE

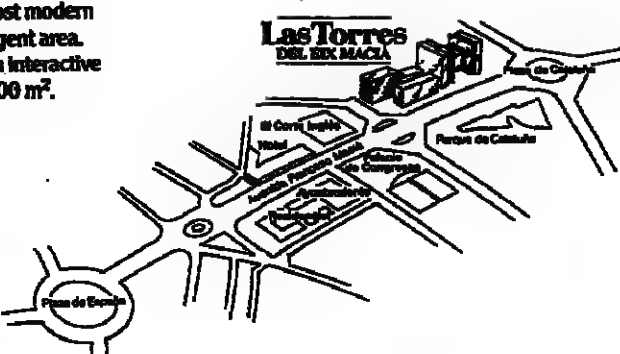
### THE EIX MACIÀ TOWERS IN SABADELL

Here is where business is done — the Eix Macià Towers. The most modern business hub in a privileged area. Intelligent building in an intelligent area. Your company will benefit from a wide range of services — from interactive video to teleconferencing, to the latest security systems. Units 200 m<sup>2</sup>. The Eix Macià Towers — profitable business for your business.

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### Solid Response



### NOTICE OF PENDENCY OF CLASS ACTION, PROPOSED SETTLEMENT OF CLASS ACTION, SETTLEMENT HEARING, AND RIGHT TO APPEAR AT HEARING TO BE HELD ON JANUARY 14, 1991

#### SUMMARY NOTICE

TO: ALL PERSONS WHO ACQUIRED THE PUBLICLY TRADED SECURITIES OF FIRST INTERSTATE BANCORP DURING THE PERIOD FROM OCTOBER 21, 1987 TO NOVEMBER 1, 1990, OR WHO ACQUIRED THE SECURITIES OF FIRST INTERSTATE BANCORP PURSUANT TO THE PROXY/PROSPECTUS AND REGISTRATION STATEMENT ISSUED IN CONNECTION WITH FIRST INTERSTATE BANCORP'S PURCHASE OF ALLIED BANCSHARES, INC.

THE DEFENDANTS HAVE AGREED TO A SETTLEMENT OF THE LITIGATION WHICH PROVIDES FOR BENEFITS TO CLASS MEMBERS IF THE SETTLEMENT IS APPROVED BY THE COURT. THE SETTLEMENT FUND WILL BE \$9,200,000 (PLUS INTEREST ACCRUED THEREON).

YOU ARE HEREBY NOTIFIED, pursuant to Rule 23 of the Federal Rules of Civil Procedure and an Order of the United States District Court for the Central District of California dated November 27, 1990, that a hearing will be held on January 14, 1991, at 10:00 a.m., before Judge Rea, United States District Court for the Central District of California, at 312 N. Spring Street, Los Angeles, CA 90012. The hearing is to determine whether the proposed settlement of the consolidated Class Action against First Interstate and certain of its officers and directors should be approved by the Court as fair, reasonable and adequate, whether the application for attorneys' fees, reimbursement of expenses and payments to the named plaintiffs should be approved, and whether the consolidated actions should be dismissed on the merits and with prejudice.

IF YOU PURCHASED OR ACQUIRED FIRST INTERSTATE BANCORP SECURITIES AS DESCRIBED ABOVE, YOUR RIGHTS WILL BE AFFECTED AND YOU MAY BE ENTITLED TO MONEY. If you have not yet received the "Notice of Pendency of Class Action, Proposed Settlement, Settlement Hearing, and Right to Appear," which more completely describes the Settlement and your rights thereunder in detail, and a Proof of Claim form, you may obtain copies thereof by identifying yourself as a member of the Class and by writing to:

William S. Lerach, Esquire  
Millerberg, Weiss, Bershad,  
Specter & Lerach  
2000 Broadway, Suite 2000  
San Diego, CA 92101

Richard D. Greenfield, Esquire  
Greenfield & Chmielewski  
One Haverford Centre  
Haverford, PA 19043

Lead Counsel for the Class

To participate in the settlement, you must submit a Proof of Claim no later than March 15, 1991. IF YOU DO NOT SUBMIT A PROPER PROOF OF CLAIM FORM AND HAVE NOT EXCLUDED YOURSELF FROM THE CLASS, YOU WILL NOT SHARE IN THE SETTLEMENT BUT YOU WILL BE BOUND BY THE FINAL JUDGMENT OF THE COURT.

PLEASE DO NOT CONTACT THE COURT OR THE CLERK'S OFFICE FOR INFORMATION.

#### COMPANY NOTICE

**AIP FINANCE N.V.**  
US \$20,000,000 GUARANTEED PLACING  
RAISE NOTES 1991  
The interest rate applicable to the above  
Notes in respect of the period  
commencing 1st December 1990 will  
be 8.5% (per annum).  
The interest amounting to US \$220.12  
per US \$100,000 principal amount  
of the Notes and to US \$420.24 per  
US \$100,000 principal amount of the  
Notes will be paid on 15th June 1991  
against presentation of Coupon No. 6.  
**BANK LEUEN (UK) PLC**  
Principal Paying Agent.  
bank leuenn (uk) plc

#### PERFECTIONIST PLASTERING LIMITED

Registered number 222894  
Nature of business 23  
Trade classification General construction  
Date of appointment of administrative receiver  
24.11.90  
Name of person appointing the administrative receiver  
Michael Bank Ltd  
100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 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1083, 1084, 1085, 1086, 1087, 1088, 1089, 1090, 1091, 1092, 1093, 1094, 1095, 1096, 109



# Arts Week

F | Sa | Su | M | Tu | W | Th  
14 | 15 | 16 | 17 | 18 | 19 | 20

## THEATRE

**London**  
The Rehearsal (Garrick). Jean Anouilh's play directed by Ian MacDiarmid with costumes by Jasper Cornin in a production that has received excellent reviews (071 378 5107). Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garrick's 1855 novella. Musically interesting and well directed by Trevor Nunn. (839 5972). Hamlet (Lyric Hammersmith). Chorus by Jowl's idiosyncratic production, directed by Declan Donnellan (071 839 2244). Absurd Person Singular (Whitehall). Revival of early Ayckbourn

## MUSIC

**London**  
BBC Symphony Orchestra and Chorus conducted by Lothar Zagrosek. Stravinsky, Beethoven. Royal Festival Hall (Fri) (071-628 8800). James Galway's Christmas Collection with Jeanne Galway (Rute), the City of London Sinfonia and the Westminster Singers conducted by Richard Hickox. Barbican Hall (Sat, 5.30 and 8.15) (071-628 8801). The London Philharmonic conducted by Kent Nagano, with Václav Nežval (violin). Debussy, Berg, Stravinsky. Royal Festival Hall (Sun) (071-628 8800). City of London Sinfonia conducted by Richard Hickox, with soloists and chorus. Handel's Messiah. Barbican Hall (Mon) (071-628 8801). Orchestre de Paris conducted by Semyon Bychkov, with Jean-Philippe Collard (piano). Berlioz, Saint-Saëns, Mahler. Barbican Hall (Tue) (071-628 8801). English Chamber Orchestra conducted by Martin Neary, with soloists and the Westminster Abbey Choir. Christmas music. Barbican Hall (Wed) (071-628 8801). London Sinfonietta conducted by David Atherton, with Michael Collins (clarinet), Copland. Royal Festival Hall (Wed) (071-628 8800). Academy of St Martin in the Fields directed by Iona Brown, with Barry Tuckwell (horn). Mozart. Royal Festival Hall (Thur) (071-628 8800).

**Paris**  
Paul Kuentz Orchestra and Chorus conducted by Paul Kuentz. Handel's Messiah (Mon). Salle

comedy, directed by the master himself, about three couples at Christmas in three kitchens over three years - a production which confirms Ayckbourn's early bleakness (071 867 1119). Extended until January. Man of the Moment (Globe). Nigel Planer and Garath Hunt in another Alan Ayckbourn play, this time about media manipulation (437 3697). Midsoum (Orury Lane). Spectacular and successful musical about a love story between an American GI and a Vietnamese girl during the fall of Saigon in 1975 (071 836 8100). Into the Woods (Phoenix). Julia McKenzie shines as the witch in Stephen Sondheim's compendium of fairy tales. The title song is more memorable than a story-line that descends into re-enactment and chaos as the characters dream turn sour (867 1004). Cats (New London). The formula musical of the Opera (Majestic). Stuffed with Maria Bjornson's gifted sets, Phantom rocks with Andrew Lloyd Webber's haunting melodies in this transfer from London's (286 6000). Gypsy (St James). This 30th anniversary production is a reminder of the heyday of the American musical with measurable tunes, as well as a powerful plot about the amb-

**New York**  
Falesteland (Lucille Lortel). It will be known as the first

**Play** (463 8873). Jean-Yves Thibaudet, piano recital (Tues). Salle Gaveau (463 9207). Maria Jose Fies, piano. Mozart, Debussy, Schubert (Tues). Théâtre des Champs Elysées (472 3387). Badaguet Symphony Stranes Orchestra conducted by Ivan Bogar with Sopranas Ballet in Viennese music, dances and waltzes (Wed, Thur). Salle Pleyel (477 1837).

**Ensemble Orchestre de Paris** conducted by Armin Jordan with the Vocal Ensemble Michel Pigoulet. Florentz, Haydn (Thur). Saint Nicolas des Champs (477 1837). Orchestre National de France conducted by David Zinman. Elgar, Ives, Stravinsky (Thur). Théâtre des Champs Elysées (472 3387).

**Amsterdam**  
Royal Flanders Philharmonic Orchestra conducted by Vladimir Fedoseev with Maxim Vengerov (violin). Glazounov, Scriabin (Fri). Koninklijk Elisabeth (05-233 54 44). New Belgian Chamber Orchestra conducted by Alfred Walter. Elan Rodriguez (piano). Mozart, Mendelssohn (Sat). De Singel (05-346 38 00).

**Brussels**  
RTBF Symphony Orchestra conducted by Andre Vandermoot and Witly Close. Andre Nikolsky (piano). Nathalie Houtman (flute). Tullius Babut du Mares (flute) Vivaldi, Rachmaninov, Franck (Sat). Palais des Beaux-Arts (507 82 00). Belgian National Orchestra conducted by Brian Prestzman with Peter Zazofsky (violin). Astar And (viola). Sallier, Mozart,

musical about Aids hitting New York but it goes much further than that, showing the effect on a larger circle of people, who include a boy having a Bar Mitzvah and his parents, all three of them (394 5783). Grand Hotel (Martin Beck). Tommy Tune, Broadway's present musical director, directs this remake of the Carbo film that shakes the bones of this inert depiction of lives cross-crossing in an elegant, but somewhat random setting (246 0103). Cats (Winter Garden). Still a sell-out. Trevor Nunn's production of T.S. Eliot's cat-themed poetry set to music is visually startling and choreographically teline (239 6262). Les Misérables (Broadway). The magnificent spectacle of Victor Hugo's majestic sweep of history and politics brings to Broadway lessons in pageantry and drama (238 6200). Phantom of the Opera (Majestic). The midwestern production stars Karen Culliver surrounded by the familiar chandelier and other heavy duty props in a full blown staging (902 1915). A Christmas Carol (Goodman). William J. Norris returns for his 12th season as Scrooge in the annual Goodman production (443 3800).

**Bach (Tues). Palais des Beaux-Arts (507 82 00).**  
**Frankfurt**  
Radio Orchestra Baden Baden under Michael Glasm. Bruckner (Sun). Alte Oper. Wago's majestic sweep of history and politics brings to Broadway lessons in pageantry and drama (238 6200). Phantom of the Opera (Majestic). The midwestern production stars Karen Culliver surrounded by the familiar chandelier and other heavy duty props in a full blown staging (902 1915). A Christmas Carol (Goodman). William J. Norris returns for his 12th season as Scrooge in the annual Goodman production (443 3800).

**Berlin**  
Berlin Philharmonic under Bernard Haitink with the Ernst Seufft choir and Florence Quartet in Mahler's Symphony No.2 (Sat, Sun). Philharmonie.

**Florence**  
Jan Latham-Koenig conducting Debussy, Janacek and Brahms (Fri, Sat, Sun). Teatro Verdi (212320).

**Holme**  
John Nelson conducting Berlin's L'enfance du Christ (Sun, Mon, Tues). Auditorium in Via Della Conciliazione (0641044).

**Milan**  
I Solisti Varesi conducted by Claudio Scimone playing Vivaldi. Bach (Mon). Teatro Alla Scala (72.008.744).

**London**  
Hayward. Jasper Johns. Retrospective of the American artist. South Bank. Daily. Late closing Tue and Wed. Until February 17.

**Paris**  
Grand Palais. Simon Vouet (1880-1648). The exhibition brings together paintings, drawings and tapestries by the Paris-born artist whose vast compositions decorated palaces and churches at the time of Louis XIII and Richelieu. Closed Tue, Wed late closing night. Until February 17.

**Chicago**  
Other People's Money (Royal George). Corporate takeover artist Larry "The Liquidator" Garfinkle is played for all his mischievous worst by Peter Van Wagner in Jerry Stern's funny and biting view of contemporary finance, directed here by the star of the off-Broadway production. Kevin Conway (988 9000). Phantom of the Opera (Auditorium). The midwestern production stars Karen Culliver surrounded by the familiar chandelier and other heavy duty props in a full blown staging (902 1915). A Christmas Carol (Goodman). William J. Norris returns for his 12th season as Scrooge in the annual Goodman production (443 3800).

**Barcelona**  
Orquestra Ciutat de Barcelona conducted by Franz-Paul Decker, with Maureen Forrester (contralto) and Coral Carmine. Mahler (Fri, Sat, Sun). Palau de la Musica Catalana (301 11 04).

**New York**  
Oratorio Society of New York. Handel (Mon). Carnegie Hall (247 7400). New York City Gay Men's Chorus conducted by Gary Miller. Balcon (world premiere). Suss, Nelson (Tue, Wed). Carnegie Hall (247 7400).

**Washington**  
National Symphony holiday pops concert (Wed, Thur). Concert Hall, Kennedy Center (487 4600).

**Chicago**  
Chicago Symphony Orchestra conducted by Rich Lemastor. Stravinsky, Prokofiev (Tues). Klaus Tennstedt conducting. Mahler (Thur). Orchestra Hall (435 8123).

## EXHIBITIONS

### London

Hayward. Jasper Johns. Retrospective of the American artist. South Bank. Daily. Late closing Tue and Wed. Until February 17.

### Paris

Grand Palais. Simon Vouet (1880-1648). The exhibition brings together paintings, drawings and tapestries by the Paris-born artist whose vast compositions decorated palaces and churches at the time of Louis XIII and Richelieu. Closed Tue, Wed late closing night. Until February 17.

**Barcelona**  
Orquestra Ciutat de Barcelona conducted by Franz-Paul Decker, with Maureen Forrester (contralto) and Coral Carmine. Mahler (Fri, Sat, Sun). Palau de la Musica Catalana (301 11 04).

**New York**  
Oratorio Society of New York. Handel (Mon). Carnegie Hall (247 7400). New York City Gay Men's Chorus conducted by Gary Miller. Balcon (world premiere). Suss, Nelson (Tue, Wed). Carnegie Hall (247 7400).

**Washington**  
National Symphony holiday pops concert (Wed, Thur). Concert Hall, Kennedy Center (487 4600).

**Chicago**  
Chicago Symphony Orchestra conducted by Rich Lemastor. Stravinsky, Prokofiev (Tues). Klaus Tennstedt conducting. Mahler (Thur). Orchestra Hall (435 8123).

**Marmottan's Monets.** For lovers of Impressionism, the Musée Marmottan is a must. A charming town house set in greenery, it houses an important collection of paintings and drawings by Claude Monet and his friends. Monet's love of London is represented by the Houses of Parliament. In the last 30 years of Monet's life, his garden in Giverny became his great inspiration. In glowing colours and changing light he painted his Japanese bridge and weeping willows and, above all, time and again the unforgettable Nymphees - waterlilies on still green waters. Musée Marmottan, 2 rue Louis-Philippe, closed Mon. Musée des Arts Décoratifs. Panoramic wallpapers. A wealthy French bourgeois of the 18th century felt the need for change in his comfortable but somewhat boring life, a panoramic decor covering the walls of his salons would instantly transport him to an exotic scene. 107, Rue de Rivoli (46362214), closed Mon, Tue, Ends January 21.

**Man's evolution seen through 200 Paleontological exhibits.** Daily, ends December 31. Musée Royaux d'Art et d'Histoire. Inca-Pari an exhibition that traces the evolution and decline of the Inca culture through 450 artefacts. Closed Monday, ends December 31.

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prints by the German expressionist Max Beckmann (1894-1950), ends January 8.

### Frankfurt

Staedel Museum has opened its new extension, 1,300 square metres display of 20th century art ranging from Picasso to Max Beckmann and Anselm Kiefer. For the opening ceremony there are four special exhibitions on the ground floor concerning on Max Beckmann with works which have only been seen before in Leipzig, the hometown of the painter. Staedel, Schaumarkt 63. Ends January.

### Bremen

To commemorate the 100th anniversary of the constructivist painter Walter Drexel a retrospective is being held. He worked as painter, advertising manager and teacher. Ends January 13. Kunstshalle am Wall 207.

### New York

Brooklyn Museum. From pastoral landscapes to moonstruck mature fantasies, this comprehensive exhibit makes the claim for Albert Pinkham Ryder as the first modern American painter. Metropolitan Museum. Mexican crafts to modern murals includes a majestic panorama with more than 300 works covering 30 centuries. Douglas Drake Gallery. David Hockney prints and photographs. 50 W. 57th St.

**Spanish Academy.** Small but delightful exhibition of works lent by the Barcelona Museum, at present undergoing restoration. All the works are of high quality, and offer astonishing contrasts of style from Zurbarán's austere church to El Greco's fierce mysticism. Included are two Italian works: Titoretto's Portrait of a Gentleman and Bassano's Crucifixion. Ends Jan 9. Villa Medici. Jean-Henry Fragonard and Hubert Robert. A large and fascinating exhibition (roughly 200 drawings and paintings) which offers a comparison between these two very different 18th artists, often depicting the same landscape. Fragonard appears extraordinarily modern using impressionist techniques 100 years before the term was coined. Ends February 24.

### Chicago

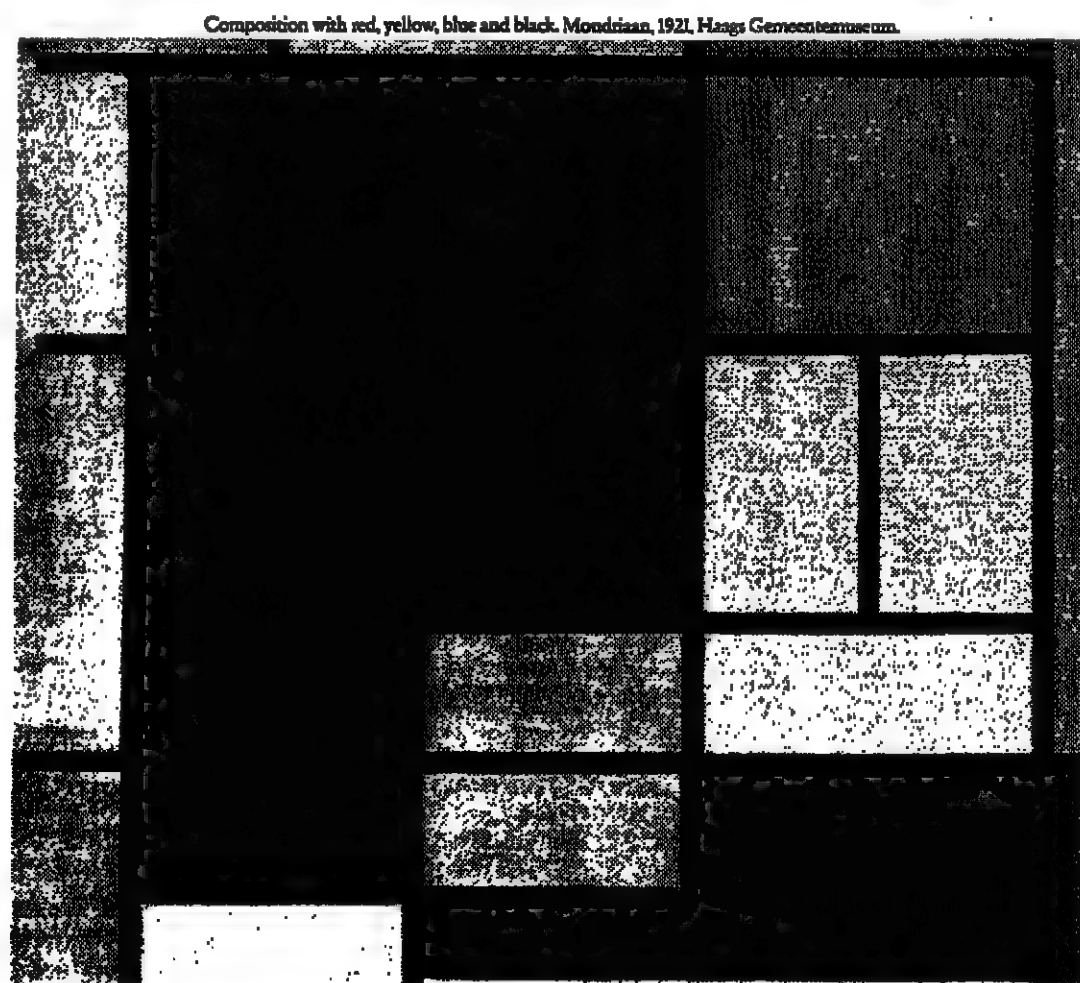
Art Institute. One of Chicago's most noted contemporary artists returns home when Ed Paschke's travelling exhibit, which first appeared at the Pompidou Centre last year, arrives with 47 of the painter's day-glo portraits and landscapes. Chicago Historical Society. A House Divided. America in the Age of Lincoln. Documents, mementos and personal effects of the Great Emancipator. Terra Museum of American Art. Winslow Homer in the 1890s focuses on the artist's Maine landscapes done at Prout's Neck. 694 N Michigan Av.

### Berlin

Brucke Museum, Bismarckstrasse 3. Around 122 master prints by the expressionist artist Ernst Ludwig Kirchner (1880-1935) are on display until January 27.

### Bonn

Friedrich-Ebert Stiftung. Godesberger Alee 149.70 paintings and



Composition with red, yellow, blue and black. Mondrian, 1921. Hays Gemeentemuseum.

## In banking, as in art, a clear concept can make all the difference.

The Dutch artist Mondrian spent more than 20 years refining a style of painting he called neo-plasticism. Similarly, Rabobank carefully defined and refined its own style of banking. As the Dutch economy and industry grew, so did Rabobank, becoming the largest domestic bank. Today, with total assets of US\$ 90 billion, Rabobank is one of the top 50 banks in the world, with offices in major financial centres and ports around the globe, active in financing agribusiness, commodities and in every aspect of international banking. And we still have our own clear, long-term view of client relationship, based on commitment, dedication and trust.

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MANCHESTER



## The Wind in the Willows

OLIVIER THEATRE

There'll always be a riverbank. *The Wind in the Willows*, Kenneth Grahame's 1908 classic, could only be about England: its care for good manners, its love of repose, its love of home. Alan Bennett's new adaptation has grasped this squarely, and at the same time is a brilliantly theatrical piece of storytelling entertainment. Not only are Rat, Mole, Toad and Badger different types of the English establishment - what's more, the squirrels, weasels and ferrets are spivs and oiks who'd like to create the Toad Hall Leisure Centre and Marina.

The staging of Nicholas Hytner - fresh from *Miss Saigon*, *Volpone*, *King Lear* and *The Magic Flute* - is one of the most glorious versions of English-cum-animal life since Frederick Ashton's dances for *The Tales of Beatrix Potter*. In this, he is helped by four ideal performers in the leading roles. Griff Rhys Jones is gloriously bumptious, jovial, ex-public-school, with a wonderful array of croaks. His bath-

chair pretence at death's-door malady is one comic gem; another - remember, he was a great Charlie's Aunt - is his washerwoman impersonation. The quiet centre of Grahame's novel, I believe, is Mole. Watching David Bamber's beautifully Northern, gentle, civilised account, I wondered if both Bennett and Hytner didn't project themselves into this character. Michael Bryant, unrecognisable as Badger, is that stern, gruff, unbending giant down to and beneath his fur. Richard Briers, playing an unusually snobbish, petty Rat, does so with comic ease. (To think that London saw him this summer as Lear!)

Act One affords some of the most heavenly Englishness, character-playing and sheer theatricality since the 1950's *Nicholas Nickleby*. I have never seen the Olivier stage accomplish greater marvels. The descent into the different homes of Rat, Badger and Mole, the distant emergence of Toad Hall over the horizon, the circling river with its boats, the train and the car,

the falling snow - these are an astonishing cornucopia. And the fun of Bennett's play keeps unfolding. The usual theatrical version of Grahame's novel is, of course, *Toad of Toad Hall*. The transcendent feature of *Wind in the Willows*, however, is its "Piper at the Gates of Dawn" chapter. Here Rat and Mole are drawn to something larger than England; Grahame, like Selk, was showing that out there beyond the French windows is the thrilling power of Pan. And it's this sense of the numinous that Hytner and his colleagues are shy of.

The greatest pleasure of all comes in Mark Thompson's designs. The details of costumes and sets affords delight upon delight - the vessels' widow's peaks, Rat's large ears, Toad's caravanning outfit, the French windows, the great hall, the river, the boat, the dog and a cat, upright, prop up a bar, and one says to the other "So you're anthropomorphic too? It's a small world."

Alastair Macanlay



Michael Bryant, Richard Briers and David Bamber

## Yerma

BIELEFELD CITY THEATRE

This was a European stage premiere. Villa Lobos completed *Yerma* in 1906 and died long before its first production at Santa Fe in 1971. A concert performance was given in London 18 months ago, but, judging by Richard Fairman's notes on this page, it had not been sufficiently well-prepared to allow a proper assessment of the music or its suitability for the theatre. Bielefeld, therefore, deserves an accolade for another stimulating excursion into the untried and unknown. John Dew's German-language staging, conducted by Horst Henke, was extremely well-prepared, and included a sensitive, open-hearted performance by Malke Pansegrau in the marvellous title role.

Villa Lobos's attraction to Lorea's play was understandable. The Spanish text lends itself to song, and its tale of emotional torment is the stuff of musical drama: *Yerma* destroys herself and her husband because she cannot come to terms with her own childlessness. It is the ultimate cross for anyone to carry in a male-dominated, church-oriented community, which conditions its women to fill no other role than that of child-bearing -

and it makes for a larger-than-life character study.

Judging by this production, however, Villa Lobos was not a born man of the theatre. In well-favoured scenes, like the gossip-shop of pregnant wives, the dead-of-night fertility ritual, or the cameo involving Yerma's Dickensian sister-in-law, the opera cannot fail. Nor can there be any complaint about the musical characterisation, which subtly illuminates Yerma's sad heart, and her suppressed attraction to Victor, the shepherd. The score is profusely in melodic invention and the kind of exotic colouring which no European could have devised.

Such virtues make little headway when confronted with the opera's all-too-evident weaknesses. Instead of reflecting the rise and fall of emotion, the score tends to even it out. The constant *moderato sostenuto* allows little contrast in tempo or dynamic, and the vocal lines are frequently overshadowed by unison instrumental solos or the invariably well-filled orchestral textures. Villa Lobos's reluctance to change the structure of the original dialogue or let his characters

break out of a free form of song-speech only adds to the air of monotony.

On that count, the Bielefeld production did not help: Gottfried Filz's abstract set - built around an elliptical open cylinder, alternately red and blue - did not generate the necessary changes in atmosphere. Much of the dialogue in the opening scene was lost because the singers were placed too far back. There was also one major weakness in the cast: Ulf Neuwiler, as Yerma's repressed, workaholic husband, lacked the voice and artistry to release the passion beneath the surface of the music.

Given Bielefeld's modest resources, however, this was another spirited ensemble effort, rousing received by the first-night audience. The long-running Dew-Filz partnership, which has given Bielefeld's operatic examinations a distinctive but not always appropriate visual style, has now broken up - apparently in some acrimony - though this will not affect their planned Covent Garden production.

Andrew Clark

## A Basque with a passion

Susan Moore visits the Zuloaga retrospective in Bilbao

During a recent trip to the Far East I came to the conclusion that there was a very good reason why the pinacothèque became a prized and widely exported fruit while the mangoes, sawo, salak or the curious durian - once described as akin to eating the most delicious custard in the world in a public lavatory - remained at home. That thought came to mind again in Bilbao at the opening of the first major touring retrospective of Ignacio Zuloaga (1870-1945), an artist long esteemed in Spain and deemed the greatest Basque painter.

Like his celebrated contemporary Joaquín Sorolla y Bastida, Zuloaga found international fame, and fortune, after an exhibition in New York at the Hispanic Society of America in 1909, although he did not visit his admiring public in the US until 1924. He acquired a reputation as the Sargent of Spain, an epithet more appropriate to the far slicker Sorolla, at least when not capturing the intensity of light and brilliant colour of the Valencian coast in broad impressionist brushstrokes. Zuloaga's passion was for the Old Spain, the Spain of Velázquez, El Greco and Goya, albeit seen through the eyes of Manet.

Approaching the exhibition in the Museo de Bellas Artes, one passes vast blown-up photographs printed on billowing canvases of the dashing, mustache-chirped artist, helping to dress the great buildings of San Belmondo, posing for the camera with Rodin and Shchukin, standing beside the monument for Goya erected in 1920. Inside the exhibition proper, there are letters from his amigo Picasso. These clues are so once revealing and misleading.

Zuloaga did find acclaim in Russia, as well as all over Europe and North and South America. He did know everyone who was anyone - Rilke, Albeniz, Ravel, de Falla, Ortega, Toulouse-Lautrec, Degas, Gauguin. He can be described as a phenomenon, but his place is not in the pantheon alongside Goya or Picasso, or even Rodin, despite the fact that his name on the Goya memorial is carved in letters as large as those of his hero.

Zuloaga was capable of more than an occasional flash of brilliance. He is at his best when

least artificial, and often with a muted palette of pastels or greys and browns. The large conversation piece of the artist painting his family is a case in point. There are fine portraits, like the full-length of the violinist Larrañaga set against a lime-yellow ground, the mean-mouthed sculptor Julio Beaudou, or the sultry reclining poet, the Condesa de Noailles. The vast, hieratic "El Cristo de la Sangre" is a tour-de-force of simplified form and colour, but perhaps most compelling of all is a remarkable and sympathetic portrait of the dwarf Doná Mercedes. She stands awkwardly, clasping in the crook of her arm a shiny ball which reflects the painter at his easel - a nice touch of homage to Velázquez.

Unfortunately, homage to the great art of the past and present is too often lacklustre derivation, and there is so much of it. Everyone gets a look in. To show that Zuloaga was more than a society portrait painter, the exhibition presents basic scenes and townscapes, still lifes, conversation pieces and vast religious tableaux. By the end of the show his wildly fluctuating changes of technique and subject-matter smack of commercialism.

Zuloaga is not best served by this retrospective which was conceived to re-establish his reputation outside Basque Spain. Much of his painting must remain for Spanish - or seriously Hispanophile - consumption only: the picaresque bullfighters, the flamenco dancers on dashboards, the scarlet and black Spanish beauties, Maja-denudas stretched out across livid green couches, or comically erotic nudes with parrots. More seriously regrettable is a selection that includes what should judiciously have been left out and omits his monumental landscapes that suggest so forcefully the country's strength and almost primal power.

On reflection, Zuloaga's case is not supported by the sombre surroundings of the Bilbao museum, with its dismal black faux marble floor and dim lighting. Dominating the exhibition space is a monolithic hunk of concrete by Chillida suspended from the ceiling. The private view was punctuated by the cries of hapless guests who fell into the pit dug out to accommodate it. No doubt the show will look - and seem - quite different at



'The Brotherhood of Christ Crucified', 1911 (above) and a self-portrait, 1942 (right)



Wildenstein's. The exhibition, organised by the Zuloaga Museum in Zumaya and sponsored by the Basque Government, continues in Bilbao until January 5, 1991. It can be seen at the Pavillon des Arts, Paris, January 30-April 28; the Meadows Museum, Dallas, May 30-July 28; Wildenstein Gallery, New York, September 18-November 1; and at the Biblioteca Nacional, Madrid, December 3-January 30, 1992.

Madrid, meanwhile, sees the reopening of the Centro de Arte Reina Sofía. The project to convert the austere 18th-century hospital building into a museum of modern art, replacing the inadequate MEAC, had been given the green light in 1988. The final phase of its conversion provides all the necessary museum services plus access to additional gallery space on the fourth and fifth floors through external lifts in transparent twin towers, a feature which has prompted Madrid wits to dub it the "Sofidón". Spain previously lacked a major national museum of 20th-century art, having only important monographic collections, of Picasso and Miró. The centre's director, Tomás Llorens, when his funding for both a museum and a Kunsthalle. The

former MEAC collection is to be extended to both emphasise the importance of Spain's contribution to Modernism and to set it in an international context for the first time. Some 300-350 works will go on show, drawn from its own collection and fleshed out with loans.

Llorens is adamant that the museum be informative rather than inquisitive, neutral rather than opinionated. He is not interested in making a stance about his contemporaries. His exhibitions are to be scholarly, and generated by museum staff. The three inaugural shows, devoted to post-war Italian art, Giacometti (both to January 18) and Tapies (until December 24), auger well for

the future. The latter presents a far from the stereotypical Tapies, concentrating on highly experimental works and his use of unconventional materials.

The Giacometti, too, the largest show of sculpture, paintings and drawings ever put together, concentrates on a lesser known period, 1940-48, where he is looking at older traditions, from Coptic painting to Cycladic sculpture. It presents Giacometti the post-avant-garde artist in an attempt to illustrate that the development of Modernism is something more complex and contradictory than MOMA would have you believe.

## City of Birmingham Symphony Orchestra

BARRICAN HALL

The bicentenary of Mozart's death is already being celebrated a year in advance of the day. At the Barrican on Wednesday night the City of Birmingham Symphony Orchestra offered as the first half of its concert shared with the CBSO Chorus a rare set of incidental music - indeed the composer's only such music - written for the 1779 production of Goethe's play *Xenia* in Aegion and most likely first performed in its entirety in Salzburg in the season 1779-80.

Jan Smaczny's programme note pointed out that the King Theatres stage a drama of the conflicting forces of

darkness and light, with a victory for light; a tale involving "complex subterfuge and double dealing"; and one with a cast of priests, acolytes and a chorus.

It certainly stimulated Mozart's imagination: the choruses and entr'actes gathered here as K.345 are consistently lively and colourful; not his greatest music, perhaps, but an opera which deserves more frequent airing, and makes a useful medium-length first part of a programme otherwise devoted, like this one, to a big choral-orchestral work (Ravel's ballet score *Daphnis et Chloé*).

The opening chorus of priests and virgins has a

quintessential Mozartian bustle and exuberance; the other two are no less theatrically gripping - substantial and elaborate pieces with solo parts that touch on *coloratura*. The four orchestral entr'actes range from powerful C minor drama to the pastoral eloquence of a memorable oboe solo to the almost triumphant Allegro vivace assai.

Rattle seemed the freshest, crispest, most Musartian well-bodied and sonorous playing - the faster music had always a notable despatch: the choral singing was bold and committed, the quartet of soloists (Amanda

Woodcroft, Elaine Ross, John Graham-Hall, Henry Herford) were a more than serviceable team.

The atmospheric quiet opening of *Daphnis et Chloé* was marred by some horn fluffs, and the woodwind playing was not initially of the most stylish; but as it compensated for defects of quietude the work's first noisy big climax was magnificently brought off. In general one could not much complain either.

Paul Driver

## SALEROOM

### Best day ever for Bonhams

Right against the trend, Bonhams, by far the smallest of the big London based auctioneers, had its best sale ever yesterday when it sold Old Master paintings for just over £1m. The highlight was a "Portrait of a Boy in Persian Dress" by Jan Lievens which sold for £658,000, a record for this artist. Lievens was a contemporary of Rembrandt and collaborated with him frequently. Specialists in the period often have difficulty in distinguishing between the early work of the two artists.

The painting had come to Bonhams through a valuation. In the same sale "St Sebastian" by Jan Van Haerlem did well at £121,000. The other comparative minnow, Phillips, also had its small triumphs, selling for £19,800 a tiny thimble, 2.5 cm high, which was probably presented to Queen Elizabeth I by the Magdalen Emperor. It was a record for a thimble. There was also a record for a Scottish silver coin at Phillips offshoot Glendinning when one of only two Ryals known to have survived carrying the portraits of both Mary Queen of Scots and her husband Lord Darnley sold for £52,400 to Dolphin Coins. Queen Mary stopped the coinage because it seemed to give Darnley precedence.

Sotheby's sale of European sculpture and works of art redeemed itself when an amber mirror frame, 150 cm, by 120 cm, perhaps made in the late 17th century by the Turin family of Janini, sold for £482,000, double its forecast. It

is a record for an object in amber - and for a frame. The main lots, an early 1781, marble statue of Apollo by Canova (estimated at up to £800,000) and a Florentine bronze group of the Rape of the Sabine, attributed to Susini from a model by Giambologna (estimated up to £550,000), were unsold at £140,000 and £90,000. An Italian painted terracotta relief of the Virgin and Child from the circle of Donatello, mid 15th century Paduan, was unsold at £85,000, but a South German bronze fountain figure of Neptune in the style of Benedikt Wurzelbauer, late 16th century, did well at £154,000.

Antiquities remain a strong market and Sotheby's morning session totalled £284,880 with less than 6 per cent unsold. A fragment of a stone relief of two chariot horses from the palace of Persepolis, founded in the early 5th century BC by Darius, far exceeded estimate at £319,000. Other parts of the same relief are in the British Museum. A fragment depicting a Persian guardman from the same source (top estimate £8,000) sold for £52,500.

Samuel Beckett's working rehearsal copy of "Waiting for Godot", with many annotations, was unsold at Sotheby's but almost 300 letters by fellow Parisian literary exile, Henry Miller, to his German publisher, sold, below forecast, for £17,800. Forty letters by Ruskin in which he pours out his heart about Roee la Touche, were bought by Quirich for £16,500.

Antony Thorncroft

## ARTS GUIDE

### OPERA AND BALLET

#### London

Royal Opera, Covent Garden. *Die Fledermaus* returns in a new translation by John Mortimer, conducted by Richard Stoughton. American soprano Nancy Gustafson and New Zealanders Malvina Major appear as Rosalinda, while Olovsky is sung by male alto Jochem Kowalski. Ballet. The Royal Ballet at Covent Garden presents its new triple bill also *La Bayadere* and performances of *The Nutcracker*. London City Ballet opens a season at Sadler's Wells with a brand new *Cinderella*.

#### Paris

Bastille Opéra. The controversial Opéra's *Die Fledermaus* is conducted by Gabriele Ferro in Eric Frigero's decor, with Ferruccio Furlanetto as Figaro and Jean Rodgers as Sganarelle (4001/151). Theatre de la Ville. Josef Nadj is followed by Jean-Claude Galtot with the Emile Dubois Group returning with their 1992 triumph of *Daphnis et Chloé* for three dances (487/487/77).

#### Brussels

Palais des Beaux-Arts. The Monnaie Opera in *Mefistofele* by Boito (concert version) conducted by Saul Tebickov with Jose van Dam, Wieslaw Ochman, Margaret Jane Wray, Elisabeth Ardum, Franco Caracciola (507/82 000).

#### Barcelona

Teatro Liceu. *Die Fledermaus* in Spanish. Ballet. L'Orquestra Nacional de Danses La Filla del Gardie with choreography by M. Plascak. Rode Dec 17 (641 96 26).

#### Rome

Teatro dell'Opera. Luciano Pavarotti returns to Rome after a long absence to sing *Guaraní* in *Guaraní* with Raima Kalyanavala's *Tosca*, with Inger Wilhelmsen as Scarpia, conducted by Daniel Oren. (683/17 50).

#### Garmen

Teatro Margherita. *Die Fledermaus* production of Puccini's *La Bohème* with the young Italian soprano Cecilia Gasdia as Mimì, conducted by Bruno Mocci (683/833).

#### Milan

Teatro Alla Scala. Season opens with Riccardo Muti conducting Mozart's *Idomeneo*, in a sensitive but somewhat static production by Roberto de Simone, with speciality by Silvia Valdimisky, produced by Luca Ronconi and conducted by Riccardo Chailly. Demich.

Donat sings Donna Elvira, Jane Eaglen is Donna Anna, Adeline Scarabelli, Zetina and Alessandro Crobelli, Leporello (683/969).

#### Berlin

Opera. *Madama Butterfly* is sung by Galina Khatina, John Sander and Olive Fredricka. *Tristan und Isolde* in Götze Friedrich's production stars Rene Kollo and Gwyneth Jones. *Metropolis der Mehlis* has Jorma Kynnunen, excellent in the title role. Also offered *Elektra* and *Orest* and the ballet *Eine Walzkönig*.

#### Hamburg

Opera. *Tosca*, in Giancarlo del Monaco's wonderful production is well sung by Ghena Dimitrova in the title role, Vasile Moldoveanu and Franz Grundheber. *Idomeneo*, conducted by Gerd Albrecht is sung by José Prochaska, Iris Verallion, Robert Alexander and Johannes Kowalski. *Lehrjahre* has a first-rate cast led by Thomas Moser, Ana Fuser, Harmut Welber, Danka Vejovic and Kurt Moll.

#### Darmstadt

Opera. *Ariadne auf Naxos* returns with a new cast led by Eva Marton, Michael Sylvester, Julia Conwell and Michael Krane.

#### Frankfurt

Opera. The successful *Die Meise* production is again offered with Alan Titus, Dieter Brunschwiler, Uwe Schenck and William Cochran. Further performances of *Aufstieg und Fall der Stadt Mahagonny* and *Macbeth* with Rosalind Plowright.

#### Munich

Opera. *Cav and Pag* stars Grace Bumbury, Gudrun Wenner, Piero Capponcelli and Lando Bartolacci. *Die Fledermaus* in Götze Friedrich's production brings Julia Varady, Jelko Rybanec and Bernd Weikl. *Die Meise* and *Macbeth* are a well done repertoire performance.

#### New York

Metropolitan Opera. *Faust* has its season premiere, conducted by Thomas Fulten in Harold Prince's production with Diana Soviero, Neil Rosenheim and Samuel Ramey. Marilyn Horne, Chris Merritt and Samuel Ramey perform in John Copley's new production of Rossini's *Semiramide* conducted by James Conlon, who also conducts *Salome* with Hildegard Behrens, Helga Dernesch and Peter Kazaras in Nikolaus Lehnhoff's production. *Die Meise* conducted by Dina Yan-nopolos's production of Gerd Albrecht's *Die Meise* with April Mills and Sterill Milnes (582 6000).

#### New York City Ballet

The *Afterglow* takes over for its annual appearances. New York State Theater, Lincoln Center (495 6800).

#### Chicago

Lyric Opera. Tatiana Troyanos has the title role in *Carmina with Alan Titus, Dieter Brunschwiler, Uwe Schenck and William Cochran*. Further performances of *Aufstieg und Fall der Stadt Mahagonny* and *Macbeth* with Rosalind Plowright.

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## FINANCIAL TIMES

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Friday December 14 1990

## Making the best of Emu

THE EUROPEAN Community is committed to economic and monetary union. Not to succeed would seriously damage its credibility. But Emu is a fundamental and, one presumes, permanent change in the European policy. It is far more important to do it well than to get there quickly.

Two principles will need to be observed: first, that the new European money should be as good as possible; second, that powers transferred to the EC under majority voting should be the barest minimum. The tension between the two principles would be best resolved by transferring powers over the new money, which are inherently indivisible, to an independent European central bank, while leaving fiscal powers, which are eminently divisible, either to the member states, acting on their own, or to the EC, under unanimous voting.

This view assumes that the British plan to gift the EC with a 13th currency is unlikely long to divert the others. It is also unlikely, in any case, to improve the EC's monetary performance, a point the Bundesbank sees more clearly than the British Treasury.

Quite apart from being intrinsically desirable, making the new single currency as good as possible is an imperative. The Germans are unlikely long to tolerate the substitution of a bad money, however European, for a good one. The requirement would best be met by an independent European central bank, modelled on the Bundesbank, in order to avoid any doubts on this matter, the statutes of the new central bank should be incorporated in the Treaty.

The commitment to monetary stability needs to be buttressed in two directions. First, exchange rate policy cannot be left to the committee of finance ministers. Ecofin, acting on their own, since they could thereby subvert the central bank's ability to achieve price stability. Either the central bank should be granted a veto over exchange rate policy, or, alternatively, any instructions on exchange rate policy from Ecofin should be unanimous.

## Exchange controls

Second, the risk of irresponsible behaviour, even by the European Central Bank, would be minimised by writing into the Treaty a prohibition on exchange controls, except in an emergency. The determination of such an emergency might then require a unanimous vote of the European Council.

On the transfer of fiscal power,

ers to the EC, the fundamental issue is the proper domain of majority voting. It is majority voting that breaks the chain between national policies, which remain dominant throughout the EC, and the ultimate policies. It would be unwise to break that chain any more often than is necessary.

## Fiscal deficits

Accordingly, the Germans will have to suppress their fears about fiscal deficits. After all, fiscal deficits raise interest rates within an integrated global capital market even without a single currency. Controls on those deficits will have to be limited to ensure and a clear statement in the Treaty that there will be no monetary financing and no bailing out of bankrupt governments.

Similarly, caution would be the only basis for an EC-wide fiscal policy, should such a thing be thought desirable. Meanwhile, member governments would be able to adopt stabilisation-oriented fiscal policies, if they wish. The requirement of unanimity has, it is true, made the resolution of conflicts over indirect taxation within the single market more difficult, as has been true of the taxation of capital. Nevertheless, the requirement of unanimity has, for three reasons: first, fiscal power is fundamental to the independent operation of government; second, the preservation of national fiscal powers encourages a healthy competition among the tax regimes; and third, the Commission has abused majority voting provisions, notably in the case of the Social Charter.

Finally, even after initial convergence has been achieved, regional problems are likely to emerge. The EC would require automatic fiscal stabilisers, as exist within modern national economies. For this purpose, the EC's budget may have to be increased.

Emu is a project not for a year or two, but for decades or even centuries ahead. What matters, therefore, is not whether the final stage is in effect this week, this year or even this decade. What matters is that it will work, that a balance has been struck between the needs of a coherent policy and the imperative of decentralisation, and that a fixation with the timetable has not created a union which carries the seeds of destruction within it. If the EC wants to do something quickly, let it resolve the impasse in the Uruguay Round. If it wants to create an Emu, let it take the time to do it right.

## Heading into a tighter squeeze

HIGH INTEREST rates continue to squeeze the UK economy, as the latest rise in unemployment shows. But, unless policy changes, they must remain high for some time, as the current account deficit and the poor export prospects suggest such confidence may prove hard to win. The recession, as Mr Norman Lamont, the chancellor, has confirmed, will be long and deep.

As consumer spending has slowed, Britain's external position has improved. The volume of exports has risen, while the volume of imports has fallen. The volume of exports rose by 7.5 per cent, while the volume of imports fell by 7.5 per cent. But the deficit is likely to exceed 3 per cent of gross domestic product this year. A current account deficit of this size is not necessarily a problem. An economy runs a trade deficit if it consumes and invests more than it produces. It must then borrow from the rest of the world to finance the extra spending. Trade deficits today must be matched by offsetting trade surpluses in the future as the economy services the debt it has accumulated.

## Profit stream

If the deficit is caused by an increase in investment, not matched by higher savings, the future profit stream will allow the economy to finance the deficit relatively easily. But if it is caused by higher consumption, exports must rise at the expense of domestic consumption to finance the future debt servicing.

Investment spending has increased as a percentage of GDP, from 18.6 per cent in 1986 to 19.3 per cent in the first half of this year. The large rise in private consumption in this period was partially offset by falling public consumption as the budget moved into surplus. But the recovery in investment

since 1986 followed seven years of depressed investment. Over the entire period since 1979, the current account deficit seems to have been balanced by a rise in investment.

Over the same period, the performance of UK exports has been disappointing. The volume of exports has risen more than that of imports, by 53 per cent, compared to 74 per cent. Happily, the share of UK manufactured exports in world exports has remained stable since 1983, having fallen for decades. But it has stabilised at a relatively low level, having fallen sharply during the 1980-81 recession.

## Export prospects

Unfortunately, immediate export prospects do not look promising. The Treasury has estimated that exports would rise by only 2.4 per cent next year, despite the recession. The Confederation of British Industry has revised down its forecast export growth, from 4.7 to 1.8 per cent, since August, as survey evidence has shown sharply falling export orders in recent months.

A rise in export competitiveness is probably needed for stable long-run growth. With devaluation ruled out by membership of the exchange rate mechanism, UK unit labour costs will have to grow more slowly than in Germany for a considerable period. But, with average earnings in November still rising by 10 per cent a year, the competitiveness of UK exporters continues to deteriorate.

The resultant cost in unemployment and lost competitiveness could be reduced if employers and unions were to bargain over prospective real wages and so reduce current nominal wage growth. By putting sterling into the ERM at a high rate, the government has made this change essential now, rather than later.

After surmounting the watershed of flotation a year ahead of the regional electricity companies, the water industry in England and Wales can now begin to take stock of life in the tougher environment of the private sector.

On the surface everything seems to be flowing smoothly compared with the political turbulence of the two-year build-up to privatisation. The 10 former regional authorities appear to be coming to terms with the new regime and are forging ahead with their £26bn capital programme over the next decade to bring the neglected infrastructure and services up to scratch.

There have been a number of obvious hiccups in the past year. A dry autumn following two exceptionally dry summers has left water resources in parts of the country at a record low; the aborted £78m hostile bid by Severn Trent for the Caird waste disposal group left a sour aftertaste as the water companies struggled to diversify; and the court case now under way against the former South West Water Authority over the poisoning incident at Camelford was a reminder of how vulnerable the industry is to accidents and mismanagement.

In general, however, the current series of half-year results, the first to cover the period since flotation, has shown the companies to be on course or ahead of target, and to be coping well with the harsher economic climate in the private sector.

But any appearance of placidity would be misleading, as currents beneath the surface are running fast and unpredictably. A range of issues and a clash of personalities is causing concern within the industry as opinions differ over the need for further environmental improvements and the high costs involved.

There are two linked arguments taking place, one concerned with the relationship of the regulators to the industry, the other involving the scale of the environmental and quality improvements being demanded, and the consequent costs to the customer.

The relationship between a privatised monopoly providing an essential service and its regulators was never going to be easy. In the event, it has become so acrimonious that some water industry leaders believe the conflict can only be resolved by personal intervention of Mr Michael Heseltine, the environment secretary.

The row has arisen because of the differing attitudes of the industry's two main regulators, the National Rivers Authority and the Office of Water Services (Ofwat), over the cost of the environmental improvements.

The NRA, headed by Lord Crickhowell, a former Conservative cabinet minister, has been pushing for accelerated environmental improvements on top of those already proposed in the £26bn spending programme, on the grounds that cost should not be an argument for evading statutory responsibility for cleaning up Britain's rivers.

Lord Crickhowell said in a recent speech: "I am seriously concerned by a suggestion that is going around that because companies are undertaking massive programmes of investment, they should not be asked to do more... this is an argument that we simply cannot accept in the NRA. The process cannot possibly stop there, nor should it be postponed."

But Mr Ian Byatt, director-general of Ofwat, looks at it very differently. His main functions are to ensure that the companies operate efficiently and that customers get value for money, and he believes the NRA is demanding improvements with insufficient regard to practicality and cost.

The dispute began to gather momentum when Mr Byatt said he wanted any requests for further price increases needed to meet any unforeseen obligations to be delayed for at least five years, when companies agreed charge limits (the so-called K

will stand down in May. He was dubbed "Jones the Vote" when he ran the successful Liberal Alliance on Sutton and Chesham in a 1992 by-election, overturning a safe Conservative majority and defeating a promising young Tory called Neil Macfarlane.

"All we did was introduce simple marketing methods into politics," says Jones. "Everybody takes things like newsletters, stick-on badges, paper hats for the kids and background music from the loudspeaker vans for granted now, but they weren't revolutionary then."

Although Macfarlane (now Sir Neil) eventually recaptured Sutton and Chesham, Jones says the long-term benefit was a local organisation that has put the Liberal Democrats in control of Sutton council, led by Graham Tople, the 1972 victor. Similarly, the Chester-le-Street campaign gave the party an entrée into Durham's local politics.

Jones, 62 this month, plans to concentrate on his Liverpool-based chandlery which services ships docking all over Europe. One person likely to regret his decision is Environment Secretary Michael Heseltine, a friend from the aftermath of the 1981 Toxteth riots.

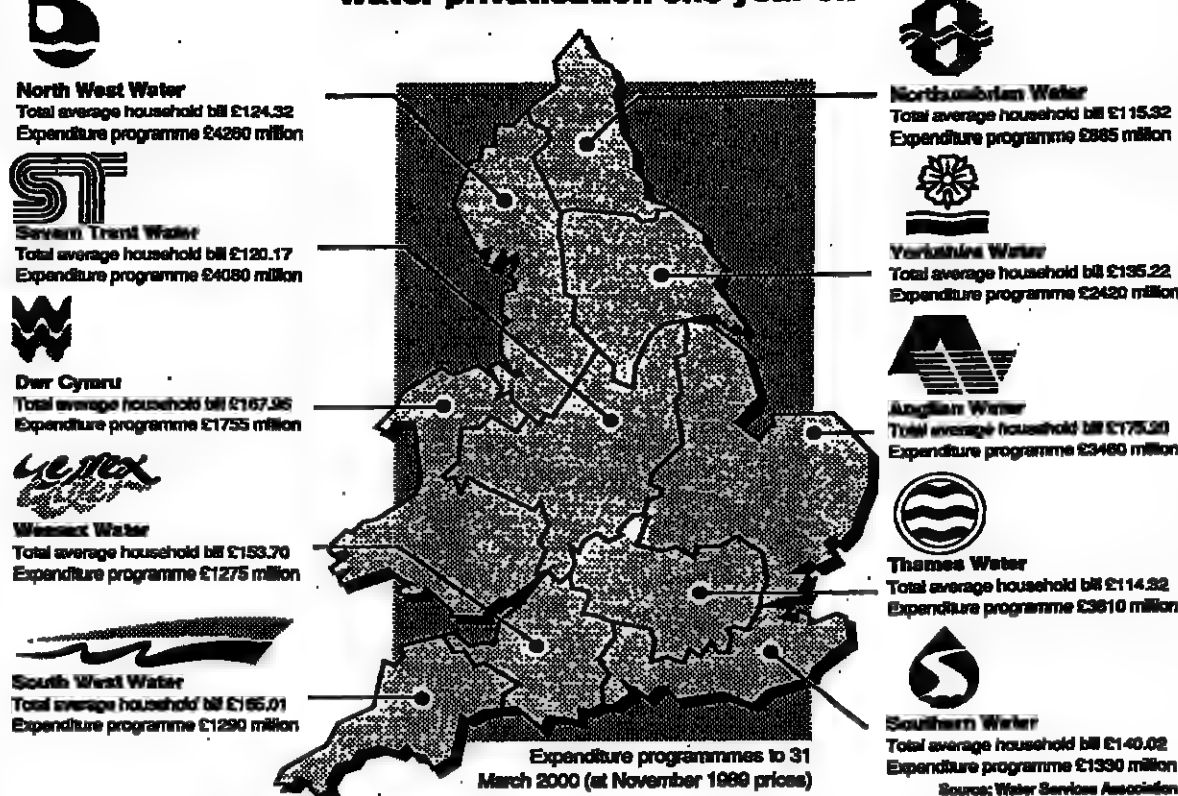
## Looking around

Spotted in the City: Jacques Attali, president-designate of the European Bank for Reconstruction and Development, obviously prospecting for a site for the bank's London headquarters. Accompanied by an estate agent, he was looking at the Waters City Development by Southwark Bridge, now mostly a hole in the ground but scheduled to be a building within a year. While that seems a long time away, Attali might not be in a hurry now his hope for

Richard Evans on how the water companies are faring one year after privatisation

## Swift currents below the surface

## Water privatisation one year on



factories are due for their first review.

He also issued a call for co-operation between the regulators to stop prices being forced up further and to prevent improvement programmes being disrupted by random, more stringent quality rules. He argued that the companies should be given a chance to complete their existing programmes first.

Lord Crickhowell was furious and told the industry: "I am afraid it will not be acceptable to us to operate in a system where adjustments to capital programmes are only made at regularly determined intervals." He also

stated that Ofwat was in the pocket of the water companies by supporting their resistance to further environmental improvements.

The industry is in some confusion over the conflict, accepting that it must implement any necessary quality improvements, but nervous about costs and the impact on customers.

An added difficulty is that the row is partly based on the contrasting personalities of Lord Crickhowell, an astute ex-politician determined to turn the NRA into the most formidable environmental agency in the country, and Mr Byatt, a former Treasury mandarin who prefers a more amiable though no-nonsense approach. Predictably, the latter is the more popular within the industry.

Some water chiefs are deeply hostile to Lord Crickhowell and regard him as a tyrant and a bully; others argue that he has been given an impossible task. "The government has told him to improve the environment but hasn't told him how much it should cost or how long it should take," says one chairman.

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The industry remains a curious hybrid despite the claims of industry leaders that the companies are fully fledged members of the private sector, and it is regulation that tends to confuse both the supporters and opponents of privatisation.

The companies are driven not just by the profit motive and the wishes of customers but by the often conflicting demands of the regulators. It is on their ability to cope with the heavy pressures of regulation and the big capital spending programme that the companies' success in the private sector will be judged.

Andrew Hill

the final payment for the shares due next year, has provided one element of stability.

There have been blips. Shares in Severn Trent have suffered since the company launched its £1.5bn bid for Caird Group, the waste disposal company, in September. But where companies consider their share prices to have fallen behind, they have been able to engineer improvements. Severn Trent this week announced an 18 per cent increase in its interim dividend - higher than most forecasts.

For some, however, the water share prices look high enough. Lyonnais des Eaux Dumez, the diversified French water company, yesterday placed its stakes in Severn Trent and Wessex Water in the market, albeit at a hefty profit to the price it paid in the opening days of trading.

The equity market has suffered the sort of external shocks recently which critics had predicted would shake the confidence of water investors and depress the companies' share prices. The reverse has been true: in spite of the prospect of war in the Gulf and, more importantly for the water industry, the Tory leadership crisis in the UK, water stocks have surged ahead, outperforming the rest of the market by 30 per cent since the summer.

As industry leaders had predicted, the combination of a high yield (like a gilt) and the solid virtues of an old-fashioned, regulated utility have provided an attractive hedge for most investors against the ravages of recession. The risk of tighter regulation, for example, has looked like a pale shadow against such attractions.

The loyalty of small investors, encouraged by discounts offered on

The linked conflict, over tougher monitoring requirements for sewage discharges, involves both the NRA and the European Commission, whose wastewater directive laying down new regulations for the European water industry will be discussed by environment ministers at a meeting in Brussels next week.

The directive proposes tough new rules banning the dumping of sludge at sea by 1998 and enforcing higher standards of sewage treatment before disposal via pipeline. Both will involve the UK industry in heavy expense, as additional disposal methods such as incineration will have to be introduced, and more coastal sewage treatment plants built.

However, while the EC wastewater directive was being negotiated, the NRA launched its own proposals in the Kinnear report, proposing tough new monitoring methods for regulating sewage works discharges.

This has infuriated the companies, partly because of its insistence on 100 per cent quality compliance by sewage works, which can only be achieved at very high cost, and partly because some of its provisions do not match those of the draft EC directive. A senior industry source estimates that full compliance with Kinnear, which is still under discussion within the industry, would cost the companies between £10bn and £15bn. This would mean water bills, already due to rise on average by 50 per cent in real terms over the next 10 years, would go up by half as much again.

"We would finish up with very high water charges for not very worthwhile improvements. It's all very well championing the environment, but it shouldn't be done regardless of cost... We have to give thought to the law of diminishing returns," he says.

The NRA's discharge proposals would be in addition to the industry's commitment to meet higher EC water-quality standards and a greatly accelerated programme for cleaning up beaches by 1995.

None of this heavy spending was budgeted for when charging limits were set for the 10 former water authorities prior to privatisation last December. It will all fall ultimately as an additional cost to the customer.

In the longer term, there is considerable uncertainty in the industry about the way in which customers will pay for their water in the future, and Mr Byatt has called for an urgent debate on other ways of charging.

The problem stems indirectly from the government's introduction last April of the community charge, or poll tax, in place of domestic rates. Water charges have traditionally been based on local rates.

Water and sewage bills will continue for the time being to be calculated on the otherwise redundant rates valuation, but an alternative has to be found by 2000, when legislation outlaws the current system.

Three possible methods of paying water bills in the future have been outlined by Ofwat, which will be responsible for supervising the changes. These are metering, a flat rate or licence system, or some form of banding which would classify households according to the type and size of house. However, with the promised root and branch reappraisal of the poll tax by Mr Heseltine, there is now the possibility of a return to some form of rating system.

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## The scourge steps down

NUMEROUS nervous chief executives will be sighing with relief now Lord Keith of Castleton, Britain's best known corporate hatchman, is standing down from his last chairmanship.

At 74, the scourge of sleepy boardrooms always seems to be on the point of bowing out of the limelight. But this time it sounds more permanent. At the end of the year he will retire as chairman of Arlington Securities, now part of British Aerospace. And although he won't promise not to reappear, something "amusing" comes along, he's no longer interested in taking charge of problem companies like Brent Walker.

Despite his keenness to reduce his workload, he has lost none of his famous bluntness. "Just look at how badly the banks are run, especially those who take their people from the Bank of England. They have never lent a penny in their life," he says, probably ensuring he will never get another lunch invitation from Midland Bank or Standard Chartered.

As for that other "great pontificator" on corporate behaviour - the Prudential - he is equally ungenerous. "When I was chairman of STC, I asked them what they'd do if they were sitting in my seat. That shut them up."

It seems, however, that there is one current boardroom challenge he might have risen to if only he was a bit younger. It's in the electrical industry. And no, it is not Rascal. Something "much bigger".

## Vote-winner

Also calling it a day is Jones the Vote of Liverpool City Council. Sir Trevor Jones, who built up the city's Liberal Party from two councillors to controlling strength in the 1970s and early 80s, says he

## OBSERVER

will stand down in May. He was dubbed "Jones the Vote" when he ran the successful Liberal Alliance on Sutton and Chesham in a 1992 by-election, overturning a safe Conservative majority and defeating a promising young Tory called Neil Macfarlane.

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"Here are your vouchers for McDonalds."

number two, Ernest Stern has decided to stay with the World Bank.

## Top investors

First Mick Newmarch at the Prudential, and now David Prosser at Legal & General. Turning insurance company investment supremos into chief executive material is becoming fashionable.

Since insurance companies seem to make far more money on their investments than on insurance, maybe it makes some sense. The 52-year-old Newmarch earned his reputation on the Pru's investment management side. The 46-year-old Prosser, headhunted from the British Coal pension fund three years ago, has improved Legal & General's mediocre investment record, although this could change with a few more investments like Levitt Group and Polly Peck.

Nevertheless Prosser's appointment to replace Joe Palmer who retires in September, is a bit of a snub for L&G long-timers. He is the first out-

sider to head the 154-year old institution and has leaptfrogged two obvious contenders in John Elborough, the successful pensions boss, and Anthony Hobson, finance director.

The problems facing the industry these days have far more to do with distribution, regulation, and the approach of the single market, so there is not much need for Prosser's undoubted investment skills.

Insurance industry diehards can take comfort from the fact that at least he is an actuary, which is more than can be said for Mick Newmarch. Then again, not everyone might see that as an advantage.

## Deterrent

The looming of yet another death-penalty debate in Britain's House of Commons chimes eerily with a question put to lawyers Lovell White Durrant by the trustees of an un-named company's pension scheme. They want to know if they are obliged to pay a widower's pension to an ex-employee's husband in prison charged with murdering her.

While the answer constitutes a deterrent, it may fall short of gratifying the pro-litigation lobby. The lawyers advise: "There is a rule of public policy which prevents a person who has unlawfully killed another from benefiting from his crime. If the member's spouse is convicted of murder, he will forfeit his right to receive the benefit. There is legislation which grants relief from this rule of public policy, but the statute specifically states that there is to be no relief in the case of murder."

## Choked off

It's said that with some \$4bn US savings-and-loans claims due to hit Lloyd's of London, members' silk ties are being withdrawn and replaced with polyester versions. The reason is that silk apparently snaps when suddenly stretched by a falling body.

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## INSIDE

### Cummins warns of fourth-quarter charge

**Cummins** Fourth-quarter losses at US diesel engine manufacturer Cummins will "exceed substantially" the net loss of \$33.7m reported in the third quarter, the company said yesterday. Cummins also expects to make an extraordinary charge to cover the disposal of certain operations, staff cuts and the further consolidation of its manufacturing plants. Martin Dickson reports. Page 24

### To continue or not to continue

Tin prices have dived in Malaysia and the industry is struggling to survive. The average recovery cost for each kilogram of tin in a cubic metre of soil tends to be inversely related to yields: as one falls, the other goes up. Yields have fallen to as low as 0.1kg per cubic metre of soil in the past four or five years. So with poor deposit grades and poor prices, the dilemma now is reduced simply "to continue or not to continue," says one analyst with the Malaysian Chamber of Mines. Page 31

### Dark side of reform

Long-awaited reform on Italy's stock markets — due to come into effect in a matter of days — should help dealers forget one of their worst years. Attilio Ventura (left), chairman of the Italian stock exchange, painted a dismal picture this week, showing a 27 per cent drop in the bourse index this year. Yet, as Haig Simonian reports, the reform has not been universally welcomed. Page 27

### Staking an interest

Japan's new share disclosure rules are throwing up surprises every day as details of the complex cross-ownership system and the shadowy underworld of speculator groups come into full view for the first time. The rules are intended to make Japanese stock markets more transparent and less intimidating for small investors. They force shareholders with stakes of 5 per cent or more in individual listed companies to reveal their interests. Page 23

### Greenall Whitley ahead 19.6%

Greenall Whitley, the pubs, hotels and property group, has lifted annual pre-tax profits by 19.6 per cent helped by lower interest charges and higher property disposal profits. The closure of the group's breweries, announced in August, was treated as a £48.9m (\$95m) extraordinary debit. Christopher Hatton (left), chairman, said pulling out of breweries would help the group's retail activity, but because of the economic climate "we remain cautious about trading in the short term." Page 25

Market Statistics	
Best lending rates	48
Benchmark Govt bonds	28
FT-100 index	27
FT 100 bond price	28
Financial futures	48
Foreign exchange	48
London recent issues	27
London share service	94-95
UK dividends announced	28

Companies in this section	
API	30
Adelstein	30
Albion	30
American Brands	30
Asahi	30
Berksford Int'l	28
Berkley	28
Bradstock	30
Bromsgrove Inds	30
Cap Gemini	28
Cerus	30
Charterhouse	30
Chemring	30
Coats Visteal	30
Colt	22
Cummins Engines	24
Delta General	24
Doctus	28
East Asiatic Company	22
Eurocorp	22
General Mills	24
Greenall Whitley	24
Hoskins	24
Jarden Morgan	24
Johnson/Firth Brown	30
LMS	28
Lee (Arthur)	28
Legat & General	30
M&G Second Dual	30
NMC	28
Next	28
Opel	22
Pouget	24
Placer Dome	24
Physys	30
Oliver Electronics	30
Reichman Environmental	30
Regina Health Beauty	30
Shank & McEwan	22
Siemens	22
Smurfit (J)	30
Southern Property	28
Stals	22
Sumitair	22
Unit	30
Venture Plant	30
Volkswagen	22
Wardell Roberts	24
Wasa	24
Watson & Philip	28

Chief price changes yesterday	
FRANKFURT (DM)	
Deutsche Bank	648 + 6.5
DIW	104.5 + 1.5
Laifhof	794 + 6
Parade	720 + 10
Pfaff	420 + 15
Wirtz	314 + 5
NEW YORK (\$)	
Gold	392 + 1/2
Oil	39 + 1/4
German Chem	75 + 1/4
Vista	54 + 28 1/2
Pfaff	38 + 1/2
Wirtz	23 + 1/2
PARIS (FF)	
WPP	80 + 5
Wattson & Phil	213 + 8
Veggie	15 + 6
Stalstock	254 + 20
Coats Visteal	98 + 15
Charterhouse Tex	237 + 11
Greenall Whitley	324 + 13
Telephon	225 + 7
Telcel	70 + 10

LONDON (Pence)	
Barclay	1575 + 112
Barclay	44 + 5
Barclay	58 + 10
Barclay	388 + 16
Barclay	26 + 5
Barclay	637 + 97
Barclay	191 + 7
Barclay	218 + 8
Barclay	30 + 10
Barclay	212 + 10
Barclay	667 + 13
Barclay	120 + 25
Barclay	674 + 18

## RWE to buy US chemical group for \$590m

By David Goodhart in Bonn and Nikki Tait in New York

RWE-DEA, the oil and chemicals division of the German utility RWE, yesterday announced the acquisition of Vista Chemical Company of Houston for \$590m dollars or \$55 dollars a share.

Vista, which makes commodity and specialty chemicals, was formed in 1984 when the bulk of the Conoco Chemicals business was acquired in a leveraged buy-out from Du Pont, America's largest chemicals company.

Its products include polyvinyl chloride (PVC) resins and compounds, detergent alkylate, surfactant and plasticiser alcohols and aluminas. It sells into a wide range of end-markets, from household detergents and cosmetics to printing inks, piping and automotive fittings.

In 1989-90, Vista's sales totalled \$78.8m and it had 1,550 employees. The company also carried a relatively heavy debt burden of \$58.1m at end-September.

RWE, once regarded as a sleepy German utility, has recently attracted investor interest thanks to a steady diversification programme, a management reorganisation and the attraction of partly-owned subsidiaries such as Hoechst, the building group.

The recently formed oil and chemicals division, RWE-DEA, is one of the largest but least profitable of the five new divisions with sales of DM 15.5bn (\$10.8bn) and after-tax profits of DM 1.1bn in 1989-90. For RWE as a whole

sales rose to DM 44.2bn and net profits to DM 784m.

RWE has been one of the most active west German companies in east Germany. It has already announced an investment programme of DM 5bn over five years and has acquired 75 per cent of the east German electricity supply system.

Vista came to the stock market at \$17 a share and rose above the \$60-level in 1989, but have fallen back sharply during the past eighteen months.

After-tax profits have fallen from \$10m in the year to end September 1989 to \$3.3m in the past 12 months. The downturn is largely blamed on lower PVC prices and the costs of expanding and modernising Vista's ethylene plant in Lake Charles, Louisiana.

Vista was advised by Morgan Stanley. Interestingly, RWE-DEA's side of the deal was handled by Morgan Grenfell and Gleacher & Co. Morgan Grenfell is owned by Deutsche Bank, and has a minority stake in Gleacher, the New York-based investment boutique run by Mr Eric Gleacher, former head of M&A at Morgan Stanley.

RWE also announced a DM 500m investment in east Germany through its subsidiary, Heidelberg Druckmaschinen. Heidelberg Druck, the world market in sheet-fed offset printing presses, is to build a third plant in Brandenburg which will eventually employ 2,000 people.

"Dick Giordano was seen as an astronomically paid American whizz manager when he came into BOC. He turned out to be a whizz manager — but not over-paid."

Like other members of the UK business community, Sir David Scholey, head of SG Warburg, regards Mr Giordano as someone who "broke the mould" of British management during the 1980s. "He led people to realise that highly motivated, results oriented management is a good thing. Dick is as good today as he ever was, but he is far less distinctive among British managers because others have followed his example."

Mr Rich, who is Mr Giordano's hand-picked successor, sums up his achievement as "having made two second league companies into one first league company." And Mr Giordano himself is proud to have made BOC "one of only a handful of truly world class British companies." Last year he was awarded an honorary knighthood for services to British industry.

Mr Giordano became chief executive of BOC in 1979. The UK group had recently succeeded in its hostile bid for Airco, a similar sized US gases company, and Mr Giordano, as chief executive of Airco, had bought a yacht to enjoy what he expected to be a period of unemployment. Instead BOC asked him to take charge of the combined group.

He quickly became something of a celebrity, at a time when it was a novelty for a foreigner to run a British company.

To the outside world he was best known during the early 1980s as the country's highest paid businessman — a title he handed over to Sir Ralph Halpern in 1988.

Looking back at the last 10 years, most financial analysts have nothing but praise for the way Mr Giordano transformed BOC's gases business, which accounted for 70 per cent of the group's turnover and profits this year, into one of the world's top three players in industrial gases.

That has been achieved through a combination of a spectacular improvement in UK productivity — the workforce has been cut from 22,000 in 1980 to less than 10,000 now, while output has tripled — and bold expansion into the Asia-Pacific region ahead of BOC's competitors. One third of BOC's industrial gas turnover is

## For BOC, the Giordano era is ending

Clive Cookson reports on changes at the UK industrial gases giant



Giordano was a celebrity in UK business community, when it was a novelty for a foreigner to run a British company

in the region and it is the only gases company operating in every free-market Asian country. But analysts are less impressed by BOC's performance in other areas. "Shareholders would have been a lot happier with a business that concentrated on industrial gases," said Mr Andrew Benson of Robert Fleming Securities. "Giordano pumped a lot of money into two forays which failed to produce good profits. Carbon graphite electrodes were

a complete disaster and health care has been a failure."

Mr Giordano has taken personal charge of BOC's health care business since the resignation in September of Mr Desmond O'Connell, who had run it. He is convinced that the business has excellent prospects, though its recent performance has been disappointing — "and that performance needs to be improved."

The plan is to take advantage of the high rating that investors give health care companies by creating a separate BOC health and medical company, specialising in anaesthetics, medical equipment and home health care, during 1991. It would then be floated on the New York Stock Exchange or merged with an existing company.

Mr O'Connell, who left with a \$1.7m pay-off, Giordano's heir apparent until relations between the two Americans soured this year. "I started wooing Pat [Rich] to come on board as a full-time executive during early to mid-1989," Mr Giordano said yesterday. But Mr Rich did not agree to leave Société Générale de Surveillance, the Geneva-based services multinational where he was chief executive, until early 1990.

Mr Giordano agreed that Mr Rich's appointment at the age of 59 might seem surprising. "But this guy is in the prime of his powers. I have selected someone who is an experienced European businessman — he speaks five languages — and a dedicated internationalist."

One priority for BOC in the 1990s will be to build up its continental European activities, which are still very small. "We have only tipped into Europe, because the competition there is formidable," said Mr Giordano. "We goose-stepped into Asia, because the competition there was weak and fragmented."

Mr Giordano will remain full-time chairman of BOC during 1991, "to manage the transition and introduce Pat to the British business community" before handing over to Mr Rich in January 1992.

He has not made up his mind what he will do after that, though he would like to remain involved in business on both sides of the Atlantic. "I'm on the board of Georgia Pacific in the US and Grand Met and National Power here, and I might take on some other directorships."

## Rich appointed head of gases group

MR Patrick Rich (left) is to take over as chief executive and ultimately chairman of BOC, the UK industrial gases group.

French-born Mr Rich, who is deputy chairman, will take over from Mr Richard Giordano, who announced his retirement yesterday. He will become chief executive on January 1 1991 and chairman in January 1992. Mr Rich, who at 59 is three years older than Mr Giordano, has been a non-executive director of BOC since 1983, and became a full-time executive in April 1990. His international business career has been spent mainly with Alcan, the Canadian metals

group, and Société Générale de Surveillance, the Geneva-based services company.

In his chairman's statement in the BOC annual report, Mr Giordano, who has run the group since 1979, said: "I have always believed that, from the group's standpoint as well as my own, a decade was long enough to shoulder these responsibilities."

He will continue as a non-executive director after 1992.

The annual report, published yesterday, shows that Mr Giordano broke through the £1m (\$1.5m) pay barrier this year. His salary rose from £337,000 in 1988 to £1,025m in 1990.

## Waterford Wedgwood plans corporate split to stem losses

By Kieran Cooke in Dublin

WATERFORD Wedgwood, the Irish group formed by the 1986 merger of the crystal and fine china companies, said yesterday it was splitting the two operations in an effort to stem heavy losses.

They would remain under common ownership but would act independently with their own boards, management, balance sheets and investment programmes. Some marketing and trading relations would continue, but at arms' length.

"The internal restructuring will enable each management, led by its existing executive team, to concentrate on its own brands and to pursue the global strategies necessary for their development," said a group statement.

"In addition, the two businesses will be more cost effective and significant group overheads will be eliminated."

Mr Paddy Byrne, appointed chief executive officer of Waterford Wedgwood last year, is leaving, seeing "no appropriate role for himself in the new structure," it added.

The corporate split will bring to a head the dire financial situation of the Waterford crystal operation. Over the past four years the accumulated losses of Waterford — one of Ireland's biggest employers with 2,300 workers — have reached more than £200m (\$314.9m). This year's losses are expected to come to £21m. Without the Wedgwood, where profits of £12.6m are expected this year, Waterford would be in pieces. It had bought the English fine china maker for £250m (\$475m) four years ago.

"Obviously the crystal operation now has to work out its own salvation," said Mr Howard Kilroy, group chairman.

Mr Kilroy said his board had

no intention of closing Waterford's crystal manufacturing operations in Ireland, where a three-month strike over the withdrawal of certain bonus payments caused losses of £10m.

Industry analysts see reorganisation as a way of isolating Waterford's problems and insulating Wedgwood from further losses. It is also seen as part of a hard-line approach to Waterford adopted since a consortium, led by Mr Tony O'Reilly, the Irish born head of the Heinz the US food conglomerate, and Morgan Stanley, the US investment bank, paid £200m for a 50 per cent stake in the group this March. The value of their investment has since halved.

Production costs at Waterford, while lower than in the recent past, are well above other crystal producers. Sales have eased in the US — Waterford's main market — due to the falling dollar.

## Gardini passes crown to his son

By Haig Simonian in Milan

MR IVAN Gardini, the 21-year-old son of Mr Raul Gardini, is to be the new chairman of Ferruzzi Finanziaria (Ferruzzi), one of Italy's biggest financial holding companies.

The appointment, which came as a surprise to Italian business circles, follows Mr Gardini senior's decision to renounce the chairmanship last month. It appears to confirm suggestions that he has reconsidered his decision to pull out of Italian business, and is instead reinforcing his position in key Ferruzzi companies.

Earlier this week, Mr Gardini senior succeeded in appointing three of the Ferruzzi group's top managers into Serafino Ferruzzi, the Ferruzzi family's ultimate holding company. He will now

also take on the post of honorary chairman of Ferruzzi.

After completing his secondary education in 1988, Mr Gardini junior served out his military service in the Bologna and Rome fire brigades before joining the family company. Having been appointed a director of Ferruzzi Agricola Finanziaria (FAP), the group's agro-industrial holding company, in June 1989, he joined the board of Montedison last month following its merger with FAP.

On Tuesday, he was appointed as assistant to his father in his role as chairman of the expanded shareholders' committee of Serafino Ferruzzi.

His further appointment yesterday to the executive chairmanship of Ferruzzi, the company

which in turn controls the Montedison chemicals group and a string of other industrial and financial interests, was by a unanimous vote.

Ferruzzi was at pains to point out that the move, to what is an executive position, was accompanied by the elevation to a second vice-chairmanship of Mr Giuseppe Garofano, a trusted heavy-weight manager.

Mr Gardini will maintain his post as Ferruzzi's managing director. Nevertheless, the appointment of Mr Ivan Gardini, a school leaver with no university education and less than two years' experience in the Ferruzzi group, is surprising, and likely to be seen as provocative by at least some shareholders.

This announcement appears to be a matter of record only

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## INTERNATIONAL COMPANIES AND FINANCE

## Citroën sales rise 7.4% to FFr70.8bn

By William Dawkins in Paris

MR JACQUES CALVET, the chairman of Peugeot, the French car maker, revealed a 7.4 per cent increase to FFr70.8bn (\$14.7bn) in sales of the group's Citroën subsidiary.

Citroën, which does not publish separate accounts, will launch a middle-sized car in the first three months of next year, to be christened the ZX, to compete against the Volkswagen Golf, Fiat Tipo and Ford Fiesta.

He also said he will change "not one comma" of his arguments for the need to set stringent limits on imports of Japanese car imports into the European Community.

Mr Calvet gave his first public response yesterday to last month's decision by his 11 fellow members of the CCMC, the

European car makers' federation, to break away and form a new grouping without Peugeot.

Mr Calvet downplayed the appearance of disunity in the European car industry given by the CCMC break-up, which fellow car company chairmen say was precipitated by his refusal to accept a change from unanimous to majority voting, after Peugeot blocked a series of industry initiatives.

"I believe all the generalist car makers hold positions which are close enough," apart from differences on "some elements of detail" such as the maximum period for an EC limit on Japanese imports, he said.

Citroën has put the brakes on production to cut stocks in line with falling demand, so it

will make 812,500 vehicles this year, 9.7 per cent less than last year's output of 900,000.

Net profits of the parent group, also including Peugeot cars, would be of the same order as last year's FFr10bn, said Mr Calvet. But he warned that group profits would be slightly less than hoped for two months ago because of the uncertainties created by the Gulf crisis.

The ZX comes out just two years after Citroën launched its XM executive model, a significant decrease in the time the company has traditionally left between launching new ranges.

It is Citroën's first car to address the small to medium sized market sector, since the GS, launched in the early

1970s. The sector represents 40 per cent of European car sales. Mr Raymond Levy, chairman of Renault, the state-owned car maker, yesterday announced a senior management reshuffle. It enlarges and makes promotions in its two top management committees and gives more emphasis to sales, said a spokeswoman.

Mr Patrick Faure, formerly secretary general, becomes head of automobile sales, replacing Mr Paul Perle du Sert, who has been given responsibility for special assignments plus environmental policy and international projects. Mr Faure's replacement as secretary general is Mr Michel Praderie, who will also keep his former responsibilities as head of human resources.

## Opel reveals details of Eisenach car plant

By Leslie Collitt in Berlin

MR LOUIS R. Hughes, chairman of Opel, the German subsidiary of General Motors, disclosed details of its DM1bn (\$680m) project to build a car plant in Eisenach, east Germany, which was finalised yesterday by a contract signed in east Berlin.

Mr Hughes, an American as Opel's chief, said he hoped the car factory would be the spark helping to create thousands of jobs in Eisenach, a traditional car-making centre in western Thuringia, as well as the 2,600 workers Opel would employ.

The car factory, the third new vehicle plant in east Germany after projects announced by Daimler-Benz and Volkswagen, is to produce 150,000 Vectra and Corsa cars annually, Mr Hughes said.

Robert Bosch, the German car components company, said earlier it would also build a plant in Eisenach.

Opel, which began assembling Vectras in Eisenach last October, bought the new production site in west Eisenach from the east German Wartburg company for DM30m. Ten per cent of the DM1bn in investments would be spent on environmental protection, Mr Hughes said.

He praised the quality of the Vectras coming off the Eisenach assembly line as being as good as "if not better" than those assembled by GM elsewhere in Europe.

Mr Detlev Bohwelder, who signed the contract for the Treuhand Agency which is in charge of privatisation of former state companies, joked he did not know whether to refer to Opel as German or American.

The theme was picked up by Mr Robert Hausmann, the departing German economics minister, who said the move into east Germany was a "national decision by Opel." It was noteworthy at a time when General Motors was closing factories in the US.

East German car buyers were already rewarding the company by buying more new Opels than any other car. Mr Hausmann said the government would provide Opel with incentives of up to 33 per cent of its investment.

## Siemens sees profit in east Germany within two years

By David Goodhart in Bonn

SIEMENS, the German electrical and electronics giant, already employs nearly 15,000 people in east Germany and expects to be making a profit there within two years, Mr Andreas Zimmermann, a Siemens vice-president, told the Financial Times.

According to the Treuhand, the trust body charged with privatising east German industry, Siemens' engagement in east Germany is "a model" to other large west German firms most of which are exploiting east Germany as a new sales market but have held back on investment there.

Mr Zimmermann said that next year Siemens expects a turnover of DM3bn (\$2.04bn) in east Germany with new orders of about DM4bn. The medium-term aim in east Germany is a similar market share to that in west Germany which means annual sales of about DM5bn and 25,000 to 30,000 employees.

The company is currently investing about DM1bn in 20 projects in east Germany in its core sectors of telecommunications, power generation and automation. In some cases investments are being made because of "capacity constraints in west Germany", according to Mr Zimmermann.

Among deals already finalised are takeover of telecommunications companies in Leipzig and Greifswald; co-operation deal with ex-Robotron firm Computer Electronics of Dresden; takeover of cable works in Schwerin and Meissen; elec-



Theo Waigel: tax breaks of DM15bn a year to be abolished

tronic controls group Numerik near Chemnitz; power generation equipment company in Rostock; and a signals and an electronics group in Berlin.

Mr Zimmermann said that Siemens was not fully satisfied with the work of the Treuhand but added "under the difficult circumstances they are not doing too badly". One of the biggest obstacles was the lack of expertise. Siemens was contributing by sending 10 managers to help out.

Siemens, like other big investors such as Daimler, Volkswagen and BASF, has insisted that the state bears most of the financial burden

for cleaning up the environmental damage caused by many east German companies as well as taking on their old debts. "We have worked out detailed risk limitation agreements with the Treuhand," said Mr Zimmermann.

He said that a "low-tax zone" in east Germany as currently being proposed in Bonn coalition negotiations by the liberal Free Democrats "would help smooth the way for new investment". The FDP has proposed an upper limit of 40 per cent for both corporate and individual taxation.

This has been rejected by Mr Theo Waigel, the finance minister, as an ineffective means of promoting investment. But east German-based operations are likely to get a temporary suspension of the asset and turnover taxes — those parts of corporate tax which are not profit-related and thus particularly burdensome for new companies.

Mr Zimmermann said that such incentives were important for Siemens in view of the fact that its large west Berlin operations would soon be losing their long-standing state subsidies. Mr Waigel recently said that tax breaks of DM15bn a year for west Berlin and the area along the former inner-German border would be abolished by the end of 1994. Mr Zimmermann said he was not expecting any marked increase in business in the rest of east Germany in the next three to five years.

## Ford agrees principle of venture with VW

By Kevin Done, Motor Industry Correspondent

FORD, the US car maker, yesterday gave its approval in principle for an ambitious joint vehicle development programme in Europe with Volkswagen of Germany.

The project to develop a so-called multi-purpose vehicle or people carrier, a high roof 7-8 seat estate car, is expected to involve an investment of \$2.5-\$3bn.

It will include the building of a new assembly plant in Europe with a capacity for producing 180,000 vehicles a year.

The most likely location for the assembly plant is Setúbal, near Lisbon, but the final choice is dependent on Ford and VW receiving the sought-after financial support from the Portuguese government and the approval of the European Commission, which has the power to investigate state aid to the auto industry.

Ford said yesterday that its approval for the project was conditional on the two companies receiving the necessary clearances from regulatory

authorities in Europe and "confirmation of an investment incentive package agreement with the host country's government".

Ford said that investment incentives were "an essential element of the project" and the board had therefore left open the manufacturing location, "until those incentives have been secured".

The joint development programme had already been approved by the Volkswagen supervisory board.

The niche for multi-purpose

vehicles, which has been pioneered in Europe by the Renault Espace, is expected to be one of the fastest growing segments of the European car market in the 1990s.

Output from the plant, which is likely to be a 50/50 joint venture, will be shared between the two groups and marketed separately under the Ford and VW badges.

Ford and Volkswagen are already closely allied following the merger in 1987 of their local operations in South America to form Autolatina.

## De Benedetti group buys 10% of Spanish bank

By George Graham in Paris

COFIDE, the Spanish holding company controlled by Mr Carlo De Benedetti's Cerus group, has bought a 10 per cent stake in Banco Zaragozano, a leading Spanish private bank, for Pta5.85bn (\$62.5m).

Cofide plans to pool its stake with a 15 per cent holding built up by Carreira Zaragozano, a company controlled by Mr Alberto Cortina and Mr Alberto Alcocer — "Los Albertos" — who this year gave up an attempt to win control of Banco Central. Safr, the new

holding company, is expected to build on this stake.

Banco Zaragozano, which has total assets of Pta450bn, made net profits last year of Pta6bn on shareholders' capital of Pta25bn.

Cofide is 41 per cent-owned by Cerus, the French investment company 39 per cent-owned by CIR, Mr De Benedetti's Italian holding company. It has stakes in Spanish tourism, menswear and wine businesses, and controls Cofisa, the Benedetti group's Portuguese arm.

## Norway agrees currency exchange rate policy

By Karen Fosell in Oslo

NORWAY'S central bank has agreed with a committee of central banks within the European Community to expand co-operation over currency exchange rate policy.

The move follows Norway's decision in mid-October to link its currency to the European currency unit. Norway's central bank, in its currency intervention policy, will consider the EMS agreement and the EC's currency exchange rate policy by co-operating with EC members' central banks in intervening in

third countries' currency. A bilateral swap agreement has been established between Norway and several EC central banks.

The total access which Norway's central bank has at its disposal for short-term currency intervention is Ecu2bn, equivalent to Nkr16bn (\$2.8bn).

The co-operation is meant to strengthen Norway's currency stabilisation policy but stop short of associating the krona with the exchange rate mechanism of the EMS.

## East Asiatic down on poor trading conditions

By Hilary Barnes in Copenhagen

EAST ASIATIC Company, the big Danish trading and transportation group, reported an "unsatisfactory" third-quarter result and said pre-tax earnings for the year would fall from DKr941m (\$166.2m) to "not much over DKr800m".

The group blamed difficult trading conditions, especially in the wool and timber markets, recession-like conditions in the USA, affecting the EAC graphics machinery business, continued tough competition

in liner shipping between Europe and the Far East and the appreciation of the krona.

While sales this year would fall from DKr17.7bn to about DKr16bn, it said, the change in US dollar terms would be from \$8bn to \$7.5bn.

This year would be an exception in a series of years with steadily rising earnings, said the group. A more positive forecast was justified for next year, providing conditions did not deteriorate further.

## Swissair predicts core business loss

SWISSAIR-Schweizerische Luftverkehr AG SW52.2 said 1990 with a loss and only book profits from selling some aircraft would enable the group to report an overall profit.

A Swissair spokesman said that core business comprised flying operations and associated activities, such as catering and aircraft maintenance.

The airline did not say what overall result it was likely to publish for the full year. Last year Swissair earned a net profit of SF794.7m (\$75.1m), up from SF778.1m in 1988.

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# INTERNATIONAL COMPANIES AND FINANCE

## Cold reaction to Adsteam plan for restructuring

By Tim Blue in Sydney

THE Australian investment community has reacted coldly to plans by the Adsteam group to restructure its inter-company shareholdings and create a retailing giant focused on Woolworths and David Jones. Shares in the main companies were marked back sharply in the first full day's trading after the announcement.

The Adsteam companies propose to combine the publicly listed Adelaide Steamship Company, Tooth and Company, and David Jones with their jointly owned industrial equity to form one listed entity - to be known as the Adsteam Group - by next September.

The resulting company will have debt of about A\$4.5bn (US\$3.4bn) and a cash flow deficiency estimated by Mr Viktor Shvets, analyst at Barings Securities (Australia), at between A\$150m and A\$200m a year.

Adsteam intends to cut Petersville Sleigh and National Consolidated assets by reducing or selling the Adsteam Group's holding. In a statement, Adelaide Steamship Company said all bank loans would be rescheduled to a new maturity date proposed to be December 31 1991.

The Adsteam Group will retain for the time being its investments in National Consolidated and Petersville Sleigh, though these will be reduced or sold as part of the corporate reconstruction and asset divestment programme, the company said.

It is proposed that shares in the new company, the Adsteam Group, be exchanged for shares in Adelaide Steamship, David Jones and Tooth and Company, in a proportion yet to be worked out. Present minority shareholders in those companies will be shareholders in Adsteam Group. Ahead of the proposed restructuring, Adelaide Steamship Company owns 19 per cent of Tooth, 33.3 per cent of Industrial Equity (Woolworths), 49 per cent of David Jones, 19.5 per cent of Petersville Sleigh and 18.5 per cent of National Consolidated. David Jones owns 48 per cent of Adelaide Steamship Com-



John Spalvins: who will be willing to inject more equity?

pany, 33.3 per cent of Industrial Equity and 44 per cent of Tooth.

Tooth owns 49 per cent of National Consolidated, which owns 19 per cent of David Jones; it owns 40 per cent of Petersville Sleigh which owns 37 per cent of Tooth and it owns 33.3 per cent of Industrial Equity.

After the restructuring, the new Adsteam Group will hold the Woolworths and David Jones stakes, and a 60 per cent stake in Petersville Sleigh and 67 per cent in National Consolidated.

Share market reaction has been mixed. At the end of the first full day after the announcement, Adsteam closed down 8 cents on pre-announcement prices at 36 cents, David Jones was 20 cents down at 50 cents and Tooth and Co Ltd was down 20 cents to \$1.10. Petersville gained 15 cents at \$1.07, and National Consolidated had improved 8 cents to 38 cents.

Mr Charles Macok, managing director of investment management at County NatWest Securities, said: "The reality is, whatever the structure, it is carrying a lot of debt. It still needs to raise a lot more equity."

For Mr John Spalvins [Adelaide Steamship Company's chairman and minority shareholders, the question remains: Who will be prepared to inject more equity?

## Japanese speculators reveal all

Robert Thomson looks at new rules governing disclosure regulations

THE sudden surfacing of serious problems at Shuwa, the investment company, and a public confession from Mr T. Boone Pickens that he bought the 26.4 per cent stake in March 1988, the rule change has produced some of the openness that the Texan claims to have been championing.

The law, introduced on December 1, gave companies five days to file details of their investments, including sources of funding, buy-back agreements and the like.

Any change in the stake must also be reported within five days, in the interests, the Ministry of Finance explained, of protecting investors against "unreasonable danger".

In a handbook explaining the rule, the ministry admits that "there are quite a few occasions where investors acquire large blocks of shares" without disclosing the interest.

The events of recent days have proved this to be true. Not only have investors been unaware, but company executives claim to be ignorant of their newly revealed shareholdings.

Nippon Lase, a textile company and a favourite target of speculative buyers, claimed yesterday to be demised by the fact that Fukoku Sangyo, a steel sales company and management consultancy, now owns 40.3 per cent of its shares. Fukoku Sangyo also owns 24.5 per cent of Gajon Kankyo, a hotel operator, whose executives also said they were

unwilling to join the Matsushita corporate family.

The list of unusual investments is long. Hokushin Construction, which mixes building and stock speculation, has just informed Ishii Food Company, a hamburger meat maker, that it holds 19.26 per cent of outstanding shares.

Mr Veji Sasaki, who unsuccessfully attempted to buy the Japanese operation of Avon Products, now has a 23.1 per cent stake in Japan Carlit, a maker of industrial chemicals and explosives. The colourful Mr Sasaki is head of a mail order house called Friends of Freesia and replaces Marubeni, the trading house, as Japan Carlit's largest shareholder.

A senior Finance Ministry official insisted that share price manipulation should become a practice of the past, unless companies choose to violate the law, which carries a maximum penalty of one year imprisonment or a fine of ¥1m.

The official admitted that the fine is small compared with the potential gains from speculation, but said that the "public humiliation" that goes with the penalty is an important deterrent.

"We expected these stranger shareholdings to be made public because some of the speculator groups have previously not released details of their investments. We hope that the market will be more orderly, and that smaller investors realise they now have equal access to information," the official said.

The findings have also highlighted the excursions of solid, non-financial companies into stock speculation. Most of these investments have involved purchases of less than 5 per cent, and remain undisclosed, but World, a leading fashion house, admitted that it and an affiliate hold 3.88 per cent of Tokyo Tokushu Densen, an electric wire manufacturer, for "purely investment reasons".

"We started buying the stock in late 1987 with the aim of making a profit from share trading. We have no intention of establishing a business relationship because it's a completely different industry. We have been reducing our share investments, and want to concentrate on the fashion industry," a World spokesman said yesterday.



T. Boone Pickens: public confession for corporate insider.

Among the more interesting revelations of recent days are: Shuwa Corporation, run by the aggressive Mr Shigeru Kobayashi, produced a full list of hostile stakes built in seven Japanese retail companies at an estimated cost of ¥500bn. More ominously, Shuwa disclosed that large stakes in two retailers, Chugisuya and Matsuzakaya, are being held as collateral for loans to service the huge debt incurred in its claimed purpose of "restructuring the Japanese retail industry".

Ikoman, the financially troubled trading house attempting to shed property debts of ¥700bn, was apparently surprised to find

The new regulation is partly aimed at making Japanese stock markets more transparent and less intimidating for small investors, who have been frightened away by past murky rumours of price ramping and share cornering.

puzzled by the company's just announced holding.

Speculative companies have often chosen not to register their shares, foregoing a dividend payment, albeit small, for the benefits of anonymity. Target companies were confused by wild fluctuations in their share prices and stocks would be ramped, then dropped, and ramped again when the Tokyo market was at its peak last year.

Takasago Thermal Engineering, an air-conditioning equipment maker, and in Okamura Corporation, an office furniture manufacturer, with stakes of 8.33 per cent and 12.15 per cent respectively. Both companies have indicated that they are

that Kaiten Development, a real estate investor, is its largest shareholder at 10.37 per cent. Until now, the trading house has been best known for close ties to Sumitomo Bank, which has provided funds and executives in the past, and is now assisting in the mopping-up operation.

Matsushita Electric Works, a building materials and lighting equipment maker, has become the largest shareholder in Takasago Thermal Engineering, an air-conditioning equipment maker, and in Okamura Corporation, an office furniture manufacturer, with stakes of 8.33 per cent and 12.15 per cent respectively. Both companies have indicated that they are



INCORPORATED IN THE REPUBLIC OF KOREA WITH LIMITED LIABILITY

US\$50,000,000

Floating Rate Notes Due 1993

(Redeemable at the option of Noteholders in 1993)

In accordance with the provisions of the Floating Rate Notes, notice is hereby given as follows:

Interest Period : December 13, 1990 to June 13, 1991 (182 days)

Rate of Interest : 7 1/4% per annum

Coupon Amount : US\$ 398.13 (per note of US\$10,000)

US\$ 19,906.25 (per note of US\$500,000)

Agent



SOUTHEAST BANKING CORPORATION

(Incorporated in Florida, U.S.A.)

US\$75,000,000

Floating rate subordinated capital notes, due 1997

For the six months 14 December, 1990 to 14 June, 1991 the notes will carry an interest rate of 7 1/4% per cent per annum. Interest due on 14 June, 1991 will amount to US\$388.65 per US\$10,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

DEVELOPMENT FUND OF ICELAND

(FRAMKVÆMDASJODUR ISLANDS)

(Established under the laws of the Republic of Iceland)

U.S.\$35,000,000

Floating Rate Notes 1997

Notice is hereby given that the Rate of Interest has been fixed at 7.6875% and that the interest payable on the relevant Interest Payment Date June 14, 1991 in respect of U.S.\$100,000 nominal of the Notes will be U.S.\$3,886.46.

December 14, 1990

By: Citibank, N.A. (CSTI Dept), Agent Bank CITIBANK

**PNC Financial Corp**

US\$100,000,000

Floating rate subordinated notes due 1997

In accordance with the terms and conditions of the notes, the rate of interest for the interest period 14 December 1990 to 14 March 1991 has been fixed at 7 1/4% per annum. Interest payable on 14 March 1991 will be US\$183.75 per US\$10,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

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For advertisement details please telephone Mark Hall Smith on 071-407 5752

**AMENDMENT**

Province of Alberta

(Incorporated under the laws of Alberta, Canada)

US\$ 500,000,000

Floating Rate Notes due 1993

Notice is hereby given that the Rate of Interest has been fixed at 7 1/4% per annum for the interest period 13th December, 1990 to 13th June, 1991.

The interest amount payable on 13th June, 1991 will be US\$ 383.91 in respect of US\$ 10,000 nominal amount of the Notes, and US\$ 9,597.65 in respect of US\$ 250,000 nominal amount of the Notes.

Agent Bank 11th December, 1990

**SECURIS LIMITED**

(In Administrative Receivership)

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Please contact Philip Sykes, Joint Administrative Receiver, BDO Bebb & Smith, 20 Old Bailey, London, EC4A 3DF. Tel: 071 489 9000. Fax: 071 489 6393.

Authorised by the Institute of Chartered Accountants in England and Wales to carry on business as liquidators.

**Lennard Books Limited**

(In Liquidation)

The liquidator offers for sale the assets of this publishing company, which principally comprise stocks of books.

For further information please contact: Roy Welsby or Sue Staunton, Grant Thornton, 1 Westminster Way, Oxford OX2 0PZ. Tel: 0865 244977. Fax: 0865 724420

**Grant Thornton**

The U.K. member firm of Grant Thornton International, authorised by the Institute of Chartered Accountants in England and Wales to carry on business as liquidators.

**Toray Industries, Inc.**

(formerly Toyo Rayon Kabushiki Kaisha)

S.G. Warburg & Co. Ltd. announce that a dividend of Yen 3.30 per share has been paid to shareholders on the books of the above Company as at 30th September, 1990 in respect of the six month period ended on that date.

Holders of Bear Depositary Receipts issued by S.G. Warburg & Co. Ltd. may present Coupon No. 16 for payment at:-

S.G. Warburg & Co. Ltd. Banque Internationale a Luxembourg, 2 Boulevard Royal, Luxembourg

Paying Agency, 2 Finsbury Avenue, London EC2M 2PA

Payment will be subject to deduction of Japanese Withholding Tax and in London, United Kingdom Tax (where applicable) at the appropriate rates. Details of tax deduction can be obtained from the Paying Agents.

14th December, 1990

**SDS BANK LIMITED**

Yen 200,000,000

Series B Oil-Linked Coupons

Guaranteed Notes due 1991

For the six months June 13, 1990 to December 13, 1990 the Notes will carry an interest rate of 6.69414 per cent per annum.

The coupon pertaining to each Note of Yen 100,000,000 for this interest period will be Yen 3,347,070 and will be payable on December 13, 1990.

Listed on the Luxembourg Stock Exchange

IAJ International Limited Agent Bank

**Autopistas del Atlantico**

Concesionaria Espanola S.A.

U.S. \$115,000,000

Guaranteed Floating Rate Notes due 1993

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the next Interest Period has been fixed at 7 1/4% per annum. The Coupon Amounts will be U.S. \$385.49 in respect of the U.S. \$10,000 denomination and U.S. \$9,637.15 in respect of the U.S. \$250,000 denomination and will be payable on 13th June 1991 against surrender of Coupon No. 12.

Bankers Trust Company, London, Agent Bank

**MAJOR INDEPENDENT RECORD COMPANY FOR SALE**

Established in 1985, an international exclusive record label is offered for sale by the owners, so that they may pursue other career interests.

An interesting and successful artist list of both new and proven talents are contracted to the company, which should ensure the continued acceptance on an international level.

The company has excellent U.K. distribution and international licenses, which are committed to the long future of the company.

To ensure a smooth transfer the present M.D.'s services will be available for a period as a consultant.

The price can include the valuable freehold offices.

For further information please contact: TONY CALDER, MARYLEBONE MUSIC LIMITED, AGC House, 73 Southampton, Wiltshire SN1 0BQ. Tel: 01225 944 6555, Fax: 01225 944 6510

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A comprehensive information service providing

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For details please contact: Andrea Key, MCB University Press, 62 Toller Lane, Bradford BD9 9BY. Tel: (0274) 499821. Fax: (0274) 547473

**MCB University Press**

**Bank of Tokyo (Curacao) Holding N.V.**

US\$100,000,000

GUARANTEED FLOATING RATE NOTES DUE 1997

Payment of the principal of, and interest on, the Notes is unconditionally and irrevocably guaranteed by

**The Bank of Tokyo, Ltd.**

(Kabushiki Kaisha Tokyo Chinko)

In accordance with the provisions of the Agency Agreement between Bank of Tokyo (Curacao) Holding N.V., The dated December 8, 1991 notice is hereby given that the Rate of Interest has been fixed at 7.6875% p.a. and that the interest payable on 14 June, 1991 in respect of U.S.\$100,000 nominal of the Notes will be U.S.\$3,886.46.

December 14, 1990, London

By: Citibank, N.A. (CSTI Dept), Agent

**CITIBANK**

**GLOBAL GOVERNMENT PLUS FUND LIMITED**

Offer to purchase

Global Government Plus Fund Limited announced today that a total of 215,853.29 common shares representing approximately 11.1% of its outstanding shares had been tendered pursuant to the offer dated November 28, 1990, made by the company to purchase up to 25% of its outstanding common shares. Subject to the terms and conditions of the offer, the purchase price payable for each common share tendered and accepted by the Company for payment will be the net asset value of the Company on December 19, 1990 divided by the total number of issued and outstanding common shares.

MORGAN GUARANTY TRUST COMPANY OF NEW YORK BRUSSELS OFFICE, AS DEPOSITORY

**IRELAND**

US\$500,000,000

Floating rate notes due September 1995

In accordance with the provisions of the notes, notice is hereby given that for the six month interest period from 14 December 1990 to 14 June 1991, the notes will carry an interest rate of 7 1/4% per annum. Interest payable on 14 June, 1991 will amount to US\$379.17 per US\$10,000 note and US\$9,479.25 per US\$250,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

**FOR SALE**

Belgian accounting firm employing 7 professionals and operating in Brussels, close to the Regional Government of Wallonia. Yearly revenues of BF15 million. Consideration in the range of BF 20 million (€330,000) for business and premises.

Contact Mr Jacques Mees in Brussels on (32-2) 4607830

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3 Branches, good location, clean stock, turnover c.£3/4 million. Offers c£200,000 + S.A.V.

Write Box H7825, Financial Times, One Southwark Bridge, London SE1 9HL

**Bankers Trust**

**New York Corporation**

U.S. \$300,000,000

Floating Rate Subordinate Notes due 2000

For the three months 14th December, 1990, Notes will carry an interest rate of 7 1/4% per annum and interest payable on the relevant interest payment date U.S. \$192.19 per U.S. \$10,000 Note and U.S. \$4,804.69 per U.S. \$250,000 Note.

Bankers Trust Company, London

Agent Bank

**GMAC**

7 1/4% Asset Backed Securities

On December 13, 1990 holders of coupons from the Asset Backed Securities will be entitled to a distribution, based on the contribution of General Motors Acceptance Corporation. The distribution for the period ending 12/31/90 is as follows:

(1) Distribution representing interest: US\$25.35

(2) Distribution representing principal: US\$25.35

(3) Distribution representing interest: US\$25.35

(4) Distribution representing principal: US\$25.35

(5) Distribution representing interest: US\$25.35

(6) Distribution representing principal: US\$25.35

(7) Distribution representing interest: US\$25.35

(8) Distribution representing principal: US\$25.35

(9) Distribution representing interest: US\$25.35

(10) Distribution representing principal: US\$25.35

MORGAN GUARANTY TRUST COMPANY OF NEW YORK, TRUSTEE

**EUROPEAN METAL FABRICATOR FOR SALE**

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Management in place. Only principle should reply. Asking price £2m.

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COMPUTER MAINTENANCE & COMMUNICATIONS COMPANY

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- Good recurring contract revenues
- Established 8 years.
- City/Financial base.
- Micro-computer and communication expertise.
- Low cost premises near London Bridge.

Tremendous growth potential within Finance sector from an established and profitable base.

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**MURRAY UNIVERSAL SICAV**

Registered Office: Luxembourg, 14, rue Aldringen  
R.C. Luxembourg Section B 8621  
**DIVIDEND ANNOUNCEMENT**

The Board of Directors has announced two dividends on the Pacific Sub-fund.  
For accounting period ended March 31st, 1989  
- a dividend of 0.0042 USD per share  
to shares subscribed and in circulation on 10.12.90. Ex-dividend date  
11.12.1990, payable on or after 20.12.90 against presentation of coupon n° 1.

For accounting period ended March 31st, 1990  
- a dividend of 0.0455 USD per share  
to shares subscribed and in circulation on 10.12.90. Ex-dividend date  
11.12.1990, payable on or after 20.12.90 against presentation of coupon n° 2.

Registered shareholders will be paid by cheque while holders of bearer shares  
can cash the dividend at the following bank:

BANQUE GENERALE DU LUXEMBOURG S.A.  
27 Avenue Montigny  
Luxembourg

The Board of Directors

**Kansallis-Osake-Pankki**

(Incorporated with limited liability in Finland)

Yen 10,000,000,000  
Subordinated floating rate notes  
due 1991

Notice is hereby given that for the interest period from  
14 December 1990 to 14 June 1991, the notes will carry  
an interest rate of 5.2188% per annum. Interest payable  
on the relevant interest payment date, 14 June 1991 will  
amount to Yen 521,986 per Yen 10,000,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

**FINANCIAL TIMES****Business Law Brief**

Each month Business Law Brief reports  
on worldwide developments in law and  
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**INTERNATIONAL COMPANIES AND FINANCE****Cummins warns of charge  
and bigger loss for quarter**

By Martin Dickson in New York

CUMMINS Engine, the  
loss-making manufacturer of  
diesel engines, said yesterday  
that it expected to take an  
extraordinary fourth-quarter  
charge to cover the disposal of  
certain operations, staff cuts  
and the further consolidation  
of its manufacturing plants.

The company, the world's  
largest independent manufac-  
turer of diesel engines, said the  
precise amount had yet to be  
determined.

It also announced that its  
fourth-quarter loss - exclusive  
of the extraordinary charge -  
would "exceed substantially"  
the net loss of \$83.7m reported  
in the third quarter. It also  
expected to report a loss

in the first quarter of 1991.  
Cummins, which has the  
largest share of the US market  
for diesel heavy truck engines,  
has been hit by a slump in  
demand. It is projecting a 10  
per cent drop in the US market  
in 1991.

A representative said yester-  
day that there was also a soft-  
ening in the market for recre-  
ational vehicle and boat  
generator sets, while its engine  
manufacturing plant in Brazil  
was suffering declining sales  
because of the economic  
upheaval there.

Cummins did not spell out  
whether the extraordinary  
charge would involve the sale  
or closure of certain

operations. It said its action  
was designed to reduce its  
operating expenses.

The company, which has  
about 25,000 employees, has  
already reduced its workforce  
by more than 500 in recent  
months.

After seeing off two poten-  
tially hostile shareholders in  
the past two years, the com-  
pany sold a 27 per cent share-  
holding last summer to three  
friendly investors - Ford  
Motor, Tenneco and Kubota of  
Japan.

Yesterday's news hit the  
company's shares, which were  
down \$1 at \$94 at mid-session  
on the New York Stock  
Exchange.

**Chairman  
to quit Data  
General at  
year-end**

By Louise Kehoe  
in San Francisco

MR EDSON de Castro,  
chairman and founder of Data  
General, the struggling mini-  
computer manufacturer, will  
leave the company at the end  
of the year and will not stand  
for re-election to its board of  
directors, the company said.

Mr de Castro's departure has  
been prompted by "a decision  
of the board of directors", said  
Data General.

Co-founder and vice-chair-  
man Mr Herbert J. Richman is  
also planning to leave. Mr  
Richman will not stand for re-  
election to the board, although  
he will continue as executive  
vice-president for the Asia/Pa-  
cific region until he retires  
from the company at the end  
of the current fiscal year in  
September 1991.

Mr Ronald L. Skates, who  
took over day-to-day manage-  
ment responsibilities from Mr  
de Castro a year ago, will  
remain as president and chief  
executive.

Mr de Castro, 53, will not be  
retiring from the computer  
business. "He says that he  
plans to look for new opportu-  
nities in the industry, although  
he has no definite plans," the  
company said.

Mr de Castro said of his re-  
signation: "I feel disappointed,  
but I recognise that the board  
runs the company and their  
wishes have prevailed. I am  
leaving on an amicable basis."

Mr de Castro designed the  
first minicomputers while he  
worked at Digital Equipment  
in the 1960s. He left Digital to  
form Data General in 1968.

**General Mills  
ahead 30% in  
second quarter**

By Nikki Tait

GENERAL MILLS, the food  
and restaurant group, reported  
second-quarter profits up 30  
per cent to \$118.3m after tax.  
This translated into earnings  
per share of 73 cents, up 31  
per cent on the year-ago period.

However, the figure includes  
a one-off post-tax gain of  
\$8.5m from the sale of the Lan-  
cis Bravo pasta subsidiary,  
partially offset by restructuring  
costs in the Yoplait yogurt  
business. Stripping out these  
factors, General Mills said  
earnings per share had  
advanced by a fifth to 66 cents.

Sales rose by almost 15 per  
cent to \$1.44bn. Both the con-  
sumer foods and restaurant  
divisions contributed to the  
profits progress, with operat-  
ing figures up by 23 per cent  
(excluding the disposal gain)  
and 16 per cent respectively.

General Mills said the strong-  
est gains continued to come  
in the Big G cereals and Betty  
Crocker products divisions.  
Big G volumes grew by 8 per  
cent, pushing its share of the  
ready-to-eat cereal market to  
28 per cent from 26.5 per cent  
a year ago. Betty Crocker  
showed volume gain of 14 per  
cent.

**Wasa plans to go  
public in 1992 issue  
to policyholders**

By John Burton in Stockholm

WASA, one of Sweden's  
leading mutual insurance com-  
panies, said yesterday that it  
planned to go public in 1992 in  
what could be the country's  
second largest share issue in  
terms of subscribers.

The share issue, which needs  
to be approved at the next gen-  
eral meeting in June, would be  
directed at the company's  
500,000 policyholders. The  
board did not release details  
about the value of the float-  
ation.

The share issue would affect  
Wasa's non-life insurance  
operations, which accounted  
for a third of the company's  
total premiums of SKr3.1bn  
(\$1.5bn) in 1989.

Trygg-Hansa, another lead-  
ing Swedish insurer, staged the  
country's highest share issue  
last December, directed at its  
900,000 policyholders.

Wasa said it was taking the  
step to form cross-holding  
arrangements with other insur-  
ance companies in Europe. It  
owns 5 per cent of the Danish  
insurer Topdanmark.

Wasa also cited tax reasons  
for its decision as the Swedish  
tax reform programme, which  
will be introduced next year,  
would increase Wasa's tax bill  
by at least SKr100m if it  
remained a mutual insurance  
company.

Wasa is the country's fifth-  
ranking insurer in terms of  
non-life insurance policies,  
with premiums of SKr2.9bn  
last year.

It ranks third in terms of life  
insurance.

Trygg-Hansa said yesterday  
that it had established a foot-  
hold in the Canadian non-life  
reinsurance market by forming  
a subsidiary in Toronto.

**Asarco plans environment provision**

ASARCO, the US mining group,  
is to make a provision of about  
\$51.5m or \$1.24 a share after tax  
in the fourth quarter for envi-  
ronmental costs, writes Ken-  
neth Gooding.

These are associated with  
present operations and previ-  
ously-closed facilities, and the  
estimated cost of increased  
royalties to the State of  
Arizona.

The group's net earnings for  
the nine months to the end of  
September were \$145.4m or  
\$3.50 a share.

The provision for increased  
state royalties was an estimate  
of past costs expected from  
higher royalty rates under a  
new mineral leasing statute,  
enacted by Arizona, which  
is retroactive to December  
1987.

**U.S. \$200,000,000****MARINE MIDLAND  
BANKS, INC.**

Floating Rate  
Subordinated Notes Due 2000

Interest Rate: 7% per annum

Interest Period: 14th December 1990

Interest Amount per U.S. \$50,000 Note due 14th March 1991

U.S. \$888.75

Credit Suisse First Boston Limited

Agent Bank

**Sonatrach**

Société Nationale pour la Recherche, la Production, le Transport,  
la Transformation et la Commercialisation des Hydrocarbures

**U.S. \$50,000,000**

Guaranteed Floating Rate Notes  
due 1986 to 1992

For the six months 13th December, 1990 to 13th June, 1991 the Notes  
will carry an interest rate of 8 1/4% per annum.

Listed on the Luxembourg Stock Exchange

Bankers Trust  
Company, London

Agent Bank

**REPUBLIC  
NEW YORK  
CORPORATION****Consolidated Statements of Condition**

Assets	September 30, 1990	September 30, 1989	Liabilities and Stockholders' Equity	September 30, 1990	September 30, 1989
Cash and due from banks	\$ 299,370	\$ 360,587	Non-interest bearing deposits:		
Interest bearing deposits with banks	7,515,358	10,408,540	in domestic offices	\$ 832,053	\$ 782,475
Precious metals	382,581	203,125	in foreign offices	130,011	151,269
Investment securities	7,085,335	4,908,678	Interest bearing deposits:		
Trading account assets	100,131	183,432	in domestic offices	9,562,412	7,405,730
Federal funds sold and securities purchased under resale agreements	951,750	319,681	in foreign offices	9,180,049	8,513,495
Loans, net of unearned income	9,221,264	6,346,389	Total deposits	19,884,525	16,833,040
Allowance for possible loan losses	(244,282)	(357,457)	Short-term borrowings	2,281,173	1,514,882
Loans (net)	8,976,982	5,988,932	Acceptances outstanding	2,256,581	1,718,584
Customers' liability on acceptances	2,245,805	1,711,092	Accrued interest payable	223,053	258,754
Premises and equipment	391,457	375,889	Due to factored clients	523,024	413,289
Accrued interest receivable	348,199	350,482	Other liabilities	530,489	565,739
Investment in affiliate	495,944	474,776	Long-term debt, excluding perpetual capital notes	2,080,129	2,721,856
Other assets	562,705	488,444	Perpetual capital notes - constituting primary capital	150,000	150,000
Total assets	\$29,371,657	\$25,500,629	Stockholders' Equity:		
			Cumulative preferred stock, no par value	308,425	308,425
			Common stock, \$5 per value		
			50,000,000 shares authorized		
			34,623,003 shares outstanding in 1990 and 30,224,251 in 1989		
			Surplus	173,115	151,121
			Retained earnings	637,836	452,058
			Total stockholders' equity	1,855,895	1,293,393
			Total liabilities and stockholders' equity	\$29,371,657	\$25,500,629

The portion of the investment in precious metals not hedged by forward sales was \$10.5 million and \$3.3 million in 1990 and 1989, respectively.

Summary of Results (in Thousands Except Per Share Data)	Nine Months Ended September 30, 1990	Nine Months Ended September 30, 1989	Three Months Ended September 30, 1990	Three Months Ended September 30, 1989
Net income (loss)	\$ 151,768	\$ (89,809)	\$ 54,677	\$ (165,353)
Cash dividends declared on common stock	\$ 32,822	\$ 28,960	\$ 11,426	\$ 9,672
Per common share:				
Net income (loss)	\$ 4.17	\$ (2.89)	\$ 1.43	\$ (5.32)
Cash dividends declared	\$ .95	\$ .95	\$ .33	\$ .32
Average common shares outstanding	32,658	30,124	34,624	30,225

\*Results reflect a provision for loan losses of \$200 million for developing countries' debt obligations.

World Headquarters: Fifth Avenue at 40th Street, New York, New York 10018  
Member Federal Reserve System/Member Federal Deposit Insurance Corporation

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REPUBLIC NEW YORK CORPORATION OWNS 45.6% OF SAFRA REPUBLIC HOLDINGS SA, WHICH IS ACCOUNTED FOR BY THE EQUITY METHOD.  
ON A COMBINED BASIS TOTAL CAPITAL, INCLUDING MINORITY INTEREST AND SUBORDINATED DEBT, EXCEEDS US\$2.9 BILLION.

**SAFRA  
REPUBLIC  
HOLDINGS SA  
LUXEMBOURG****Consolidated Statements of Condition**

Assets	September 30, 1990	September 30, 1989	Liabilities and Shareholders' Equity	September 30, 1990	September 30, 1989
Cash and due from banks	\$ 62,950	\$ 48,464	Client deposits	\$ 5,588,880	\$ 2,778,984
Interest bearing deposits with banks	3,196,167	2,430,871	Bank deposits	1,019,671	842,274
Precious metals	2,339	1,028	Total deposits	6,588,851	3,621,258
Investment securities	3,175,550	1,317,497	Short-term borrowings	153,272	57,391
Trading account securities	15,032	15,057	Acceptances outstanding	-	173
Loans, net of unearned income	1,311,742	810,618	Accrued interest payable	101,356	47,668
Allowance for possible loan losses	(8,983)	(8,077)	Other liabilities	31,483	20,168
Loans (net)	1,302,759	804,542	Long term debt	69,027	71,264
Customers' liability on acceptances	-	173	Shareholders' Equity:		
Premises and equipment	52,139	47,268	Common stock	86,155	86,155
Accrued interest receivable	142,234	103,184	Surplus	\$19,578	\$19,622
Other assets	16,394	37,827	Retained earnings	112,692	68,999
Total assets	\$7,985,584	\$4,795,708	Total shareholders' equity	1,021,595	977,776
			Total liabilities and shareholders' equity	\$7,985,584	\$4,795,708

Summary of Results	Nine Months Ended September 30, 1990	Nine Months Ended September 30, 1989	Three Months Ended September 30, 1990	Three Months Ended September 30, 1989
Net income	52,433	46,142	18,228	15,825
Net income per share	US\$ 1.54	US\$ 2.29	US\$ 1.02	US\$ 0.88
Average shares outstanding (in thousands)	17,831	17,831	17,831	17,831

Safra Republic Holdings S.A.  
32, Boulevard Royal - 2448 Luxembourg - Tel. 4733 31 310 - Fax 4733 31 226 - Telex 3320 RBNBY LU

Banking Subsidiaries  
Republic National Bank of New York (Switzerland) S.A.: Head office in Geneva and branches in Lugano, Zurich and Guernsey  
Republic National Bank of New York (France) S.A.: Head office in Paris and 1 branch in Monaco  
Republic National Bank of New York (Luxembourg) S.A.: Head office in Luxembourg  
Republic National Bank of New York (Guernsey) Ltd.: Head office in St. Peter Port  
Republic National Bank of New York (Gibraltar) Ltd.: Head office in Gibraltar

Affiliate  
Republic National Bank of New York in New York and 28 business centers around the world

JP 11/11/90



JP 11/10/1550

FRIDAY DECEMBER 14 1990

FINANCIAL TIMES FRIDAY DECEMBER 14 1990

25

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1992 issue  
holders

Wass said it was taking the  
step to form cross-holding  
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Wass said it was taking the  
step to form cross-holding  
arrangements with other  
companies in Europe.  
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step to form cross-holding  
arrangements with other  
companies in Europe.

environment provision  
The group's net assets  
at the end of the year  
were \$1.2 billion.

\$200,000,000  
FINE MIDLAND  
BANKS, INC.

Due 2000

Due 2000

Due 2000

Due 2000

Due 2000

Due 2000

Due 2000

# What is the FT getting up to this Weekend?



Much the same as you, no doubt.

■ Ken Hom describes the re-emergence of regional cuisine in mainland China, and relives his enjoyment of an extremely special meal which took two days to prepare: 54 dishes, made from a single goat.

■ Edmund Penning-Rowsell describes his choice of the year's wine books.

■ Geoffrey Owen, who steps down as Editor of the *Financial Times* this month, reflects on Britain's mixed industrial performance since he first joined the paper in 1958.

■ Andrew Anderson looks at short skiing breaks in Europe and tells us how to capitalise on what could prove a memorable snow season, while Arnold Wilson sings the praises of south-west Colorado.

■ Christian Tyler meets Ludovic Kennedy, who tells him why he is not afraid of death.

■ Michael Thompson-Noel has a strange encounter with a restaurant inspector.

■ Philip Coggan of Finance and the Family reveals the year's Leaders and Laggards: the best- and worst-performing UK equities.

■ John Brennan analyses the predictions of a computer model of the UK house market – and finds little hope of a short-term uplift.

■ Our critics review their choice of the season's art books.

■ Barbara Conway searches for – and finds – a computer she can switch on without first acquiring an electronics degree.

And so it goes on...

## Weekend FT







## INTERNATIONAL CAPITAL MARKETS

## JP Morgan breaks new ground in FF1bn deal

By Tracy Corrigan

J.P. MORGAN became the first non-French bank to act as lead underwriter of a French franc-denominated Eurobond, when it launched a FF1bn 8-year transaction for Crédit Local de France yesterday, having received the French Treasury's green light several months ago.

The deal was structured so that the 9% per cent coupon is paid either in cash or in additional fungible bonds, at the option of the investor. This means that the bonds can provide the same cash flow as zero-coupon bonds. The unusual structure proved attractive particularly for insurance companies and pension funds, mainly in France, which like to secure their reinvestment rates.

For the borrower, the deal

## INTERNATIONAL BONDS

provided attractive funding at the same yield as the French Treasury market. J.P. Morgan provided a series of swap transactions which transform the proceeds from fixed-rate into floating-rate funds, eliminating any interest rate exposure. The deal met strong demand, trading at a premium to its fixed-reoffer price of 99.50.

But, apart from such special cases, the recent surge of supply in the French market has created a surplus of paper, and demand is petering out at the end of the year.

Consequently, Compagnie

Bancaire's FF900m issue of 10% per cent five-year bonds, via Paribas Capital Markets, met a lacklustre response, even though it was considered reasonably priced. The issue was quoted at less 1.85 bid, just within 1% point loss.

In the long-dated sterling bond market, the European Investment Bank added a further \$100m to its outstanding \$300m loan stock issue. The 10% per cent bonds due November 2004 sold out quickly. Sole underwriter S.G. Warburg said an unusually high proportion, around 30 per cent, was sold to overseas investors - the first time for around 18 months that overseas investors have shown much interest in the long end of the sterling bond market.

NEW INTERNATIONAL BOND ISSUES									
Borrower	Amount	Coupon	Price	Maturity	Place	Book runner	Lead	Co-lead	Other
US COAL	50	12	99.975	1999	100%	Kidder Peabody Int.			
Slack Int'l (P) Inc.	50	12	99.975	1999	100%	Kidder Peabody Int.			
Mitsubishi Motors (P) Inc.	400	4 1/2	100	1994	2 1/2%	Nikko Sec.			
Dove Mining Co. (P) Inc.	120	4 1/2	100	1994	2 1/2%	Nikko Sec.			
CANADIAN DOLLARS									
JVC (P) Inc.	75	11 1/2	101 1/2	1994	1 1/2%	Hambros			
FRANC FRANKS									
Crédit Local de France (P) Inc.	1bn	9 1/2	99 1/2	1999	3 1/2%	J.P. Morgan Sec.			
Compagnie Bancaire (P) Inc.	500	10 1/2	101 1/2	1999	1%	Paribas Cap.Mkts.			
SWISS FRANKS									
Kawell Electric (P) Inc.	50	5 1/2	100	1995	-	Barclay De Zoeter			
Oliver Corp (P) Inc.	40	6 1/2	100	1995	-	Noranda Int. (Switz)			
City of Turin (P) Inc.	40	7 1/2	101 1/2	1995	1%	Norfolk Sec.			
YEN									
Bank Int'l (P) Inc.	150m	8	101 1/2	1995	1 1/2%	BTI			

FF1bn Francs, 8% convertible, with equity warrants. Floating rate note. Final terms. a) Non-callable. b) Put option December 1993 at 99.0125%. Callable at 94.0125% December 1991, increasing annually to 92.0125% December 1994. Sliding fund from December 1993. c) Coupon was indicated at 4 1/2%. Exercise premium fixed at 2.50%. Non-callable. d) Coupon was indicated at 4 1/2%. Exercise premium fixed at 2.50%. Non-callable. e) Callable 97/98 at 101 1/2% declining 1/4% coupon annually thereafter. f) Middle-tier redemption. Non-callable. g) Coupon receivable either in cash or in additional fungible Credit Local bonds issued at par.

## Sydney FE to set up own clearing house

By Deborah Hargreaves

THE Sydney Futures Exchange is to set up its own clearing house to take over clearing and settlement of the business from the London-based International Commodities Clearing House. The decision reflects a move by a growing number of derivatives exchanges to try and provide their own clearing services rather than contract them to an outside firm.

The Sydney exchange's new clearing house will begin its

operations in December next year but its computer system will be ready by the middle of the year. The procedure and structure of the exchange's clearing operation has been modelled on the systems in place at the major US exchanges.

Mr Les Hosking, chief executive of the SYFE, said the arrangement of having an outside clearing firm did not look appropriate for the future of the exchange. He said: "Signifi-

## Warning on European capital market

By Richard Waters

THE DEVELOPMENT of a pan-European capital market would be held back if proposals from some EC member states were translated into European law, according to a senior figure in the German financial community.

In an interview, Mr Rüdiger von Rosen, executive vice-chairman of the Federation of German Stock Exchanges, clarified German objections to the proposals, which have the backing of France, Italy, Spain and Belgium.

These states have called for amendments to the planned Investment Services Directive which would have the effect of channelling all securities transactions through organised stock markets, outlawing off-exchange business. The amendments are to be considered by EC finance ministers on Monday.

Warning against a ban on off-market business, Mr von Rosen said: "The hope of regaining business for the stock exchanges which has been lost as a result of Directive measures could easily prove deceptive and easily needed structural adjustments on the part of the exchanges."

The users of stock markets would be best served if the exchanges concentrated on developing service businesses in competition with each other, rather than through protectionist measures, he said.

While putting the German exchanges firmly in the free-market camp, Mr von Rosen went further than states with similar views, such as the UK, on the question of reporting off-exchange transactions.

Such bargains should not have to be reported to a stock exchange, since this would not noticeably improve the protection for investors, he said. He added: "Transaction costs could be increased as a result of bureaucratic demands and the liquidity of the market could be reduced."

Governments have not tried to increase the transparency in other markets, such as the property market, and should not treat the securities market differently, said Mr von Rosen.

## A new breed of institution in Milan

Haig Simonian reviews Italy's new stock market regulations

AFTER weeks of parliamentary stalemate and mounting stock exchange strikes, crucial new legislation reforming Italy's stock markets should come into effect within a matter of days.

The new regulations will help Milan to make up for months of delay and allow the country's premier stock market to polish an image clouded by inefficient settlement and rampant insider trading.

The new rules should also help dealers forget what has been one of their worst years. Addressing Milan brokers on Tuesday, Mr Attilio Ventura, the chairman of the Milan stock exchange, drew a dismal balance of a 27 per cent drop in the house index this year, a cut in market capitalisation to L165,000bn from L215,000bn, and a decline in the already small number of companies quoted to 231 from 235.

All he forgot was the recent sharp upswing in trading in Italian shares, which followed the government's botched introduction of a new capital gains tax at the end of September.

Yet the house reform, which may put lots of life into many brokers' pockets in speculation of the partners' pay-offs in London's "Big Bang," has not been universally welcomed by the brokerage community. While some big brokers look set to make a killing exploiting their access to the exchange floor while it lasts, many smaller colleagues fear extinction.

The new law will open the way for the creation of a new brand of financial institution in Italy, Società di Intermediazione Mobiliare (Sim). As in other financial centres, the new Sims look set to be dominated by big banks. But under the long-awaited rules, which were finally approved by the lower house of parliament on December 6 and was rubber stamped in the Senate yesterday, a broker's presence will be mandatory in a Sim until 1992.

That should put some of the country's 320-odd government-authorised brokers in a prime position to negotiate handsome terms with any bank planning to set up a Sim before the end-1992 deadline.

The pressure to strike deals with brokers is strong given the fact that the new Sims law



Attilio Ventura, chairman of the Milan stock exchange

involved in the domestic equity market.

The fact that smaller banks and foreign houses have been quick off the mark reflects the difficulties many bigger Italian banks are probably facing in deciding their strategies.

So far, only a handful have committed themselves. Mr Roberto Paolo Rossi, the head of securities trading at Banco di Roma, says his bank has been talking to leading brokers over the past two years, with a view to bringing two or three of the bigger houses into a joint venture Sim.

Mr Rossi thinks that eventually there will be about 80 Sims, of which half will probably involve banks, with the rest being either joint ventures between existing brokers or independent operations by some of the larger firms.

Other big banks such as Istituto Bancario San Paolo di Torino, Credito Italiano and Banco di Napoli have said they are studying the situation carefully. Some have already decided to take the plunge. Mr Carlo Zini, the managing director of Monte dei Paschi di Siena, said this week that his bank planned to develop its existing commission house into a Sim which would then operate on behalf of the entire Monte dei Paschi group, rather than joining forces with a broker.

Such commission houses, many of which are owned by banks and industrial companies, are already active in equity trading, but lack the all-important right to direct access to the house floor, explaining the banks' dilemma.

Rumours suggest some bigger or better-known brokers may also be thinking of going it alone. Hence the talk of a "super-Sim" between Ventura, Funari, Maturri, Borroni and Soldani. Aletri, another established broker, is also thought to prefer a solution within the broking community.

By contrast, Albertini is to be advised by Rothschilds on developments concerning rumours that its lengthy foreign client list makes it a likely partner for a non-Italian bank.

While more banks and brokers climb on the merry-go-round, attention will remain focused on Rome, where the Sims law is the biggest, but only one, of a number of crucial financial laws which have been jammed in the legislative process, and which now look set to move downstream.

Parliamentary approval for the Sims should be quickly followed by a law banning insider trading - one of the most glaring omissions on the current Italian stock market scene.

According to Mr Franco Piro, the chairman of the finance committee of the lower house of parliament, legislation on insider trading is imminent. A draft bill has already been passed in the Chamber of Deputies, and awaits approval by the Senate, which "shouldn't take too long," he says.

Insider trading rules have had to await the Sims law on account of the need for a precise legal definition of what should come under the ambit of any new rules on the use of privileged information.

The new rules, once passed, will remove one of the most inequitable aspects of Italian corporate finance, whereby crucial stakes in companies can change hands for inflated prices, while minority shareholders are either ignored or offered far lower values.

For Mr Piro, the three pieces of legislation represent the end of a long, and at times seemingly hopeless, campaign to bring the face of Italian finance. "I was always optimistic," he says. "The latest events have shown that optimism had a foundation."

But with the market closing the year on a bearish note and continuing uncertainty about capital gains tax, even those brokers planning to sell out are keeping a low profile.

## LONDON MARKET STATISTICS

## RISES AND FALLS YESTERDAY

British Funds	Rises	Falls	Same
Equities	30	24	194
Government Bonds	10	10	10
Industrial Bonds	10	10	10
Financial and Properties	10	10	10
Commodities	10	10	10
Options	10	10	10
Others	10	10	10
Totals	636	599	1,651

## LONDON RECENT ISSUES

Issue	Amount	Price	Yield	Rating	Notes
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate

## FIXED INTEREST STOCKS

Issue	Amount	Price	Yield	Rating	Notes
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate

## RIGHTS OFFERS

Issue	Amount	Price	Yield	Rating	Notes
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate

## TRADITIONAL OPTIONS

Issue	Amount	Price	Yield	Rating	Notes
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate

## LONDON TRADED OPTIONS

Issue	Amount	Price	Yield	Rating	Notes
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate

## A SHORTAGE of stock on the

equity market boosted the derivative markets yesterday. The FT-SE 100 index, which had been lifted by a late burst of short-covering, which also prompted a burst of activity in index options.

The cash market provided the lead as bid speculation revived in a number of selected FT-SE stocks. This outweighed gloomy news from securities houses, where further jobs were lost, and further profit downgrades.

The December FT-SE eventually settled 21 higher at 2,187. The premium on the cash index ended at 17 points, against 10 in the previous session and fair value of 5.

The stronger premium partly reflected a more optimistic tone on the futures market. Investors FT-SE 100 index, which had been lifted by a late burst of short-covering, which also prompted a burst of activity in index options.

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1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
1000 F.F.	1000	100	10%	A	Fixed Rate
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## UK COMPANY NEWS

# Next shares recover to 14½p after reassurance on borrowing position

By John Thornhill

NEXT, the fashion chain and mail order group, was hit by stock market jitters yesterday as its share price tumbled from 15½p to 6½p in heavy turnover, before recovering to 14½p after the company released a reassuring trading statement.

The shares have fallen this year from a peak of 108p.

Investors seemed to panic about the viability of the company as speculation swirled around the market that the company was in crisis talks with its bankers and would be unable to repay two convertible bond issues due in 1992.

The slide was exacerbated by a downgrading from Goldman Sachs. The US investment bank reduced its profits forecast from 210m to 22m for the current year because of difficult trading conditions.

Next issued a mid-afternoon statement saying that it was operating within its borrowing facilities and continued to enjoy the support of its bankers.

The company added that it continued to expect a profitable outcome from its retail and home shopping operations in the current year. It also announced the disposal of a

property for 54m. Earlier this year, Next sold property worth 28.75m.

Negotiations about the sale of the Club 24 credit card operations were said to be continuing, although analysts believed that if no buyer could be found the company would wind it down, thereby releasing perhaps 230m - depending on provisions for bad debts.

About 550m worth of bonds became due for repayment in January 1992, followed by a further 1105m in October. Next's 5% per cent 2003 convertible bonds fell sharply

yesterday as trading virtually ground to a halt. The price for every bond of 1,000 face value fell from about 2550 to 2400.

Mr Paul Deacon, retail analyst at Goldman Sachs, said: "It is wrong to assume that the company is suddenly going to go bust tomorrow. The problem lies a long way out, with the refinancing of the bonds."

Mr John Richards, at County NatWest, agreed: "There is no question about its ability to survive right now and into next year, but people are increasingly realising that time is running out."

## Suspended Shanks and Rechem hold talks

By Richard Gourley

SHARES IN Rechem Environmental Services, the hazardous waste disposal company, and Shanks & McEwan Group, the construction and waste management group, were suspended yesterday morning pending an announcement, triggering speculation that a merger was imminent.

The two companies operate at the top end of their respective sectors, with Shanks holding options on a large bank of landfill sites and Rechem, one of the UK's two main incinerators of waste.

Some analysts expected a straight merger while others were looking for a cash payment from Shanks following a vendor placement.

Reaction to the industrial logic of the move was also mixed. Mr Roger Hardman, analyst at James Capel, said the companies' customer bases were totally different and that toxic waste incineration needed very little landfill space.

Mr Charles Lambert at Smith New Court, said there was commercial logic as long as the management groups could knit together.

Shanks, announced pre-tax profits of £10.4m for the half year to end-September on turnover of £57m. Hanson has a 17 per cent interest and remains one of the group's main suppliers of landfill sites.

Rechem, which emerged from BEI, the conglomerate, in a management buy-out in 1985 and is still dominated by its founding directors, reported 24m pre-tax profit on sales of £11.2m.

Rechem has just opened a new toxic waste incinerator at Fawley, Hampshire, and is also planning to set up a joint venture with Rodco, an Italian waste disposal company. It has recently expressed a desire to move into landfill sites, just as Shanks has considered incineration, according to Mr Lambert.

Both companies are headed by strong personalities. Mr Malcolm Lee, the managing director at Rechem and Mr Roger Hewitt, the managing director at Shanks, whose relationship would have to be carefully considered in any merger.

The announcement of the suspension came before trading began. Rechem closed on Wednesday at 574p and Shanks at 150p.

## IN BRIEF

HEYWOOD WILLIAMS has acquired, through its subsidiary Heywood Williams Glass, Double Quick Glazing Supplies, Double Quick Supplies and Roofline Contracts. The initial consideration of £2m has been satisfied by the issue of 2.75m of loan notes and £250,000 cash. Additional consideration, equal to three times pre-tax profits in excess of £1m for the two years to December 31, 1991, is payable subject to a maximum of £2m.

NORRAN ELECTRONICS shareholders voted unanimously in favour of the sale of its Technology Division to Arlen for approximately £1.1m.

WILLIAM LOW's rights issue was taken up in respect of 12,04m (83.1 per cent) of the 13.67m new ordinary shares offered. The balance has been sold in the market at 285p.

well. Its strategy of cautious expansion was reflected in the acquisition of the Firth chain for £9.7m in September, too late for any contribution.

Trading profit from the property division fell to £2.94m (£5.26m). Although lower than last year's figure, it represented a significant increase in the level of profit relative to turnover, which fell from £4.7m to £4.5m.

In its second full year of trading, the healthcare division, again contributed profits of £1.5m.

Forecasts for next year's pre-tax profits range from £15m to £20m. Given that Stakis is unlikely to enjoy any significant property profits in the current market, the difficulties arise from working out what sort of benefits it will gain from acquisitions such as the Barracuda Club casino and the Firth pubs. Everyone, the company included, agrees that things will continue to be tough in hotels.

Taking the more conservative estimate gives earnings of 5.6p and puts the shares, down 1p at 47p, on a multiple of 8.4. The shares are underpinned by a prospective yield of 7.9 per cent, but are unlikely to advance until contributions from the recent acquisitions are secured.

## Property disposals and lower interest aids Greenall Whitley

By Maggie Urry

LOWER INTEREST charges and higher property disposal profits helped Greenall Whitley, the pubs, hotels and property group, to achieve a 19.5 per cent increase in pre-tax profits, from £53m to £62.5m, in the year to September 28.

However, the shares fell 13p to 324p, as the market expressed disappointment with the figures.

At the end of August Greenall announced it would close its breweries next February. The cost of this move of £48.8m, plus a £15.6m write down of the US hotel chain assets to a "realisable value" of £22m and reorganisation costs of £14.5m, were treated as extraordinary debits. After crediting a £22m profit on the sale of Vladivir Vodka, extraordinary items took £57m (credit £4.7m). As a result there was a retained loss of £22.7m (credit £31.2m).

A revaluation surplus of £42m on the group's De Vere hotels, helped shareholders funds to rise slightly to £78.4m (£78.2m). Net debt at the year end was £155.7m (£155.3m).

Mr Christopher Hutton, chairman, said the brewery closures would help the group's retail activities, but because of the economic climate "we remain cautious about trading in the short term."

Group turnover was barely changed at £497.5m (£497m), and operating profits were 6.5 per cent ahead at £68.4m (£68.2m). Interest charges came to £18.5m (£19.2m) and property disposal profits were £12.2m (£7.7m).

Mr Andrew Thomas, managing director, said there had been a slowing in profit growth over the year, partly as a result of the Vladivir sale at the end of the first half. Profits from this business were £1.3m (£2.5m). Also the weak economic climate worsened.

Operating profits from pubs and brewing rose 5 per cent to £68.8m (£66.5m). Mr Thomas said the breweries had been losing several million pounds compared with the price the group would be buying beer at under new supply arrangements. The catering business



Andrew Thomas (centre), managing director of Greenall Whitley, flanked by Stuart Reed (left) and of subsidiary De Vere Hotels and Peter Greenall, Greenall Inns chairman

increased operating profits by 16 per cent to £5.7m (£4.9m) although there had been some trading down by customers.

The hotels business saw profits rise 13 per cent to £14m (£12.5m) of which the US chain made £100,000 (£300,000). The second half suffered from the recession, for example there had been cases of conferences being cancelled at the last minute. Mr Thomas said. The wines and spirits off licenses and fruit machine division made £7.3m (£6.8m), an 18 per cent increase.

Fully diluted earnings per share were 34.8p (£31p), up 24 per cent, added by a lower tax rate. A final dividend of 6p gives a total of 10p (£7p), up 18 per cent.

COMMENT

Greenall's strategic decision to

close its breweries, which should lead to significant savings, is undoubtedly right. So is the concentration on its retailing activities. Greenall has also bitten the bullet on the balance sheet. The task facing the group now is to make the best of these decisions. The long-running problems in the US hotel business - which may need an upturn in the market before it can be sold - is not an encouraging sign.

And its UK hotel business seems to be facing a tough period. With property profits likely to continue at a high level, the group's rating ought to be somewhat lower than average for the sector. Forecasts of about 55m pre-tax, including property, and a rising tax rate give a prospective p/e of about 9 which is not enticing.

## Berisford to raise £38m via further disposal

By Maggie Urry

BERISFORD International, the commodities and property group, is raising another £38m cash through a disposal.

Last Saturday it agreed to sell British Sugar, its sugar beet processing subsidiary, for £38m. On Monday it reported a retained loss of £36.3m in its last financial year largely because of write-offs on its UK and New York properties.

The group had been struggling with over £1m of debt, but following disposals arranged since the financial year end in September, including that of British Sugar and yesterday's deal, debt has been reduced to under £210m.

Agreement has been reached for a £38m sale of its 26 per cent stake in the Grace Cocoa Partnership, with the other parent WE Grace, the US group. Grace Cocoa makes cocoa and chocolate products for the baking, confectionary

and dairy industries, including chocolate chips for cookies.

Berisford's profits in the 1989-90 financial year included £6.7m from Grace Cocoa, and Mr Murray Stuart, finance director, said the interest savings from the cash should offset the loss of profits. The sale price is based on estimated net asset value at December 31 plus a small premium. Completion is due in January and the cash received will go to our borrowings.

Berisford has also completed the sale of its 40 per cent stake in Two Rodeo Drive, a luxury shopping complex in the Beverly Hills district of Los Angeles, California, which was agreed in June. The price is \$9.6m (£5.3m) which is a premium to book value.

The share price fell 1p to 15p yesterday, a drop from 26½p on Friday night, before the British Sugar sale and the results were announced.

## Watson & Philip rises 34%

By Clay Harris, Consumer Industries Editor

Watson & Philip, the Dundee-based stores and food service group with ambitious plans for expansion in England, increased pre-tax profits by 34 per cent from £3.7m to £5.0m.

Turnover rose by 9 per cent to £252.8m (£231m) in the 52 weeks to October 26. Excluding Caterfrost, the frozen foods distributor, it sold to Brakes Bros, turnover grew by 12 per cent, said Mr Ian Macpherson, chairman and chief executive.

All divisions - cash and carry, retail services and stores, and catering services - contributed to a 34 per cent increase in trading profits, but catering was the star performer with a 63 per cent rise. It was enlarged last week with the £2.4m purchase of Job's Fast Food Distribution from Uthmaniyah.

The job's deal manifests W&P's desire to take advantage of the shake-up in food supply arrangements which it expects to follow the recent takeover of Fitch Lovell by Booker. Mr Macpherson believes many customers will try to avoid giving all their business to Booker Fitch, the UK market leader.

W&P also plans to expand its base of 50m and VG outlets in Scotland through acquisition and signing up new independents.

Before buying Job's, it had reduced its net borrowings to £400,000 (£5.4m) at the year end. Interest payments fell to £275,000 (£455,000).

W&P treated as exceptional the £108,000 in compensation paid to Mr Edward Thompson, managing director for retail services and stores, who left the company after the year end.

Writing back goodwill on Caterfrost, which spent only 18 months in the group, created a £441,000 extraordinary credit.

Earnings per share advanced by 26 per cent to 21.3p (£16p), and a final dividend of 6.5p raises the total by 15 per cent to 11.6p (10.1p).

Mr Brian Sedghi, chairman, said, however, that "the group order book overall remains sound given the overall economic climate," and that "the

## Electricity privatisation buoys Doctus

By Clare Pearson

PRIVATISATION OF the electricity industry helped Doctus, a management, marketing and human resources consultancy, shrug off the UK economic gloom and achieve a 35 per cent increase, from £9.4m to £12.8m, in pre-tax profits for the year to end-September.

Ahead of the planned flotation of the two companies next year, Doctus advised Scottish Hydro Electric on how to improve its profitability and provided workers made redundant by National Power, the generator, with outplacement services.

But Doctus' substantial operations outside the UK and especially in Europe were also behind a profits rise which Mr Brian Blake, chairman, described as "remarkable, especially given that it was entirely organic."

Mr Blake added that the outlook for this year also looked bright as forward order books currently amounted to 26 weeks' work.

Operating profits increased from £11.5m to £16.8m on a 10 per cent rise in turnover to £145.04m (£132.13m). However, partly reflecting the costs of moving the headquarters of one division from Alabama to London, interest charges rose to £4.6m (£2.8m).

Mr Blake said the company was hoping to cut net debt this year of £25m through disposal of certain small parts of the group.

There was a 35 per cent increase in share capital due mainly to earn-outs on Prospective, the core part of the marketing division which Doctus acquired last year.

The final dividend is lifted to 2.72p making 3.5p (£3.05p).

## Hoskyns up 13% in hard year

By Alan Cane

HOSKYNs, the computing services group bought earlier this year by the European market leader, Cap Gemini-Société of France, yesterday reported its 13th successive year of growth.

In spite of market conditions which Mr Geoff Urwin, chairman, described as "tough and likely to remain so", the group pushed turnover up by 18 per cent from £189m to £223m while pre-tax profits grew by 13 per cent to £17.25m in the year ended October 30 1990.

Earnings per share showed an increase of 3 per cent at 13p and the group is proposing a final dividend of 1.56p making a total payment for the year of 24p, compared with 21p last time.

Mr Urwin warned, however, that sales were unlikely to grow materially next year as the economic climate took its toll.

He attributed the group's success to date to its ability to take advantage of two market opportunities.

First, the growth of open systems based on industry standards which presented new possibilities for the company's systems integration skills.

In the past year and in a break with previous practice, a

number of large companies had decided to move to open systems. Second, an accelerating trend to facilities management (FM) where companies turn over control of their data processing activities to a services company.

Hoskyns, which pioneered FM in the UK, now delivers 48 per cent of its revenues from the service. Mr Urwin said that customers turned increasingly to FM when market conditions toughened. Sourcing data processing outside the company had become a management fashion, he said.

He added that the take-over by CGS had put an end to a period of uncertainty which had hurt business in the first half of the year. It was proving a successful collaboration and the two companies were actively seeking FM opportunities in mainland Europe.

"It is a pleasure," Mr Urwin said "to work with a parent which understands the computing services business". Hoskyns' two previous owners were Plessey and Siemens/GEC, both principally electronics groups.

COMMENT

Hoskyns' results for 1990 con-

firmed its reputation as the safest bet in a sector fraught with risk and uncertainty. Other large UK-based computing services companies have reported reduced profits or outright losses this year. Hoskyns has never made any bones about the difficulty of the market in the coming year; customers have cut back on capital purchases including computers which reduces opportunities for systems integration activities. Furthermore, it has to replace 20m of revenue lost through the run down of FM contracts with the London Residuary Body and with GEC.

Through its acquisition by CGS, however, it is now part of the largest European computing services group, and its strength in FM is second to none. CGS is believed to be anxious to develop FM opportunities in Europe in concert with Hoskyns. Some 90 per cent of Hoskyns' business is still in the UK and it is anxious to spread its influence. Both companies, moreover, have a reputation for cautious, prudent management with a market aversion for taking unwarranted risks. It would be remarkable if it did not show marked resilience in the tough times ahead.

Interests had traded at last year's levels in spite of the fall in activity experienced by others in the sector.

The group had also traded profitably in property in the first half, though down on the same period last year. Diluted earnings per share were 4.74p (£3.97p) and the interim dividend unchanged at 1.25p.

## Bux sale realises £11m profit at NMC

By Richard Gourley

NMC GROUP, which has interests in paper, plastic packaging, printing and property, yesterday reported a 26 per cent fall in pre-tax profits in the first six months to September, but an extraordinary profit of £11.1m following the sale of a subsidiary.

Pre-tax profits fell from £5.39m to £4m on turnover only

£5.39 per cent lower at £59.5m as a result of an improvement in property trading.

As a result of the sale of Bux Corrugated Containers for £24.3m, the group reversed a £1.6m net interest charge last year with a small surplus in the period.

Mr Norman Gordon, chief executive, said packaging

interests had traded at last year's levels in spite of the fall in activity experienced by others in the sector.

The group had also traded profitably in property in the first half, though down on the same period last year. Diluted earnings per share were 4.74p (£3.97p) and the interim dividend unchanged at 1.25p.

## Property disposals help lift Stakis 13% to £30m

By Andrew Bolger

STAKIS, the hotels, casinos and healthcare homes group, achieved a 13 per cent increase in pre-tax profits from £27.1m to £30.6m in the year to September 30, thanks to substantial property disposals.

Turnover rose to £150.35m (£143.22m) and earnings per share by 31 per cent to 12.06p (£9.22p). A final dividend of 1.8p (£1.6p) raises the total for the year to 2.7p (£2.31p).

Stakis said the rationalisation and reorganisation of its hotel portfolio resulted in a net gain of £15.9m, compared with £3m in 1989.

Interest charges jumped to £8.9m (£3.7m) because of increased borrowings and higher interest rates. The effect of the latter, which rose sharply in the second half of the year, had been mitigated by entering into fixed interest rate arrangements.

A tax credit of £1.8m for the year compared with a charge of £2.7m last time. Net borrowings were £151m (£59m), increasing gearing from 35 per cent to 43 per cent.

A triennial revaluation of property assets had increased net asset value to 131p per share.

Mr Andrew Stakis, managing director, said: "Our development strategy remains unchanged, but the pace of implementation is being cur-



Andrew Stakis (left) and Neil Chisman, finance director: pace of development curtailed

tailed while the present economic conditions prevail."

The group said Stakis Hotels achieved satisfactory results, with trading profits of £27.8m (£18.47m) on turnover of £83.4m (£78.34m). While increasingly difficult economic conditions had forced the group to slow

down the pace of transition from mature assets to newer products, achievements were in line with expectations.

Stakis Leisure, which includes 19 casinos and 45 pubs, produced trading profit of £8.75m (£8.68m). It said casinos grew very solidly. In June,

Stakis bought the Barracuda Club in London for £11.5m, although it was unable to take control until November. A significant contribution to group profits was expected from the club in the coming year.

The group said its portfolio of public houses had traded

well. Its strategy of cautious expansion was reflected in the acquisition of the Firth chain for £9.7m in September, too late for any contribution.

Trading profit from the property division fell to £2.94m (£5.26m). Although lower than last year's figure, it represented a significant increase in the level of profit relative to turnover, which fell from £4.7m to £4.5m.

In its second full year of trading, the healthcare division, again contributed profits of £1.5m.

COMMENT

Forecasts for next year's pre-tax profits range from £15m to £20m. Given that Stakis is unlikely to enjoy any significant property profits in the current market, the difficulties arise from working out what sort of benefits it will gain from acquisitions such as the Barracuda Club casino and the Firth pubs. Everyone, the company included, agrees that things will continue to be tough in hotels.

Taking the more conservative estimate gives earnings of 5.6p and puts the shares, down 1p at 47p, on a multiple of 8.4. The shares are underpinned by a prospective yield of 7.9 per cent, but are unlikely to advance until contributions from the recent acquisitions are secured.

## Bromsgrove rides weak sector with 24% advance

Bromsgrove Industries, the specialist engineering conglomerate, lifted interim pre-tax profits by 34 per cent from £3.2m to £4.1m against the background of weakening prospects for the sector as a whole, writes Paul Cheswright.

The results for the six months to end-September cov-

ered the period when engineering order books generally were slumping but before the severe effects of the downturn became fully apparent.

Mr Brian Sedghi, chairman, said, however, that "the group order book overall remains sound given the overall economic climate," and that "the

historical pattern reflects a more profitable second half."

Fully diluted earnings per share rose 10 per cent to 6.71p (£6.1p), and the interim dividend is lifted to 1.45p (£1.3p).

Past profits growth had been heavily dependent on acquisitions. This time they reflected more strongly organic growth.



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FINANCIAL TIMES FRIDAY DECEMBER 14 1990

29

Clearing banking; corporate finance; unit trusts; fund management; life assurance; property insurance; 24-hour home banking; travellers cheques; credit cards; debit cards; consumer finance; **BANKING AND BEYOND.** finance; cash cards; commercial lending; employee benefits; gifts; home contents insurance; personal loans; vehicle leasing; vehicle contributions; ship maintenance; property finance; personal pensions; stockbroking; treasury services; foreign exchange; insurance broking; merchant banking; bridging loans; mortgages; seven million customers; £27 billion assets; £1.9 billion capitalisation.

TSB Group is more than a major clearing bank. How much more may surprise you.

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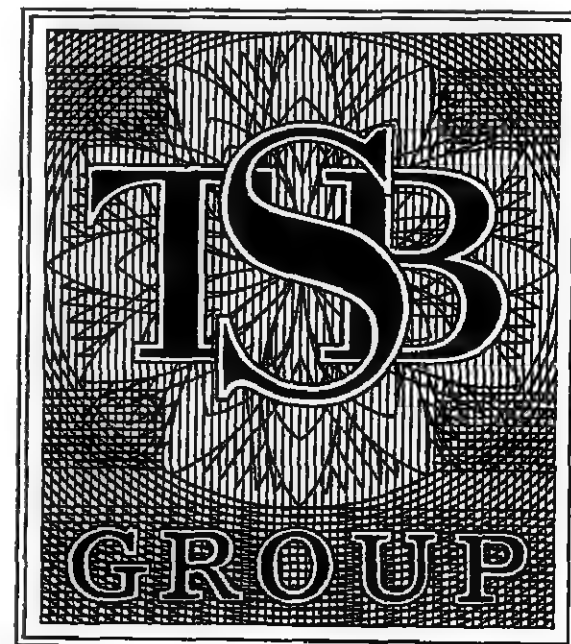
We have over seven million personal and corporate customers, to whom we're committed to deliver quality and value.

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Our capital ratios are among the strongest in the financial sector.

And we have excellent opportunities to offer our wide range of products and services to all our customers.

We intend to realise the full potential of our core business areas of banking and insurance.



ASSETS: £27 billion. SHARE CAPITAL AND RESERVES: £19 billion. CURRENT AND DEPOSIT ACCOUNTS: £22 billion. ADVANCES: £16 billion. FUNDS UNDER MANAGEMENT AND ADVICE: £23 billion.  
RETAIL BANKING: TSB Bank; UDT; TSB Property Services. CORPORATE AND MERCHANT BANKING: Hill Samuel Bank. INSURANCE AND INVESTMENT SERVICES: TSB Trust Company; Hill Samuel Investment Services Group; Bell Lawrie White; Hill House Hammond; Hill Samuel Investment Management Group. COMMERCIAL: Swan National; Noble Lowndes; Wescol International Marine Services.



## UK COMPANY NEWS

## Export strength helps lift JFB 21% to £12.3m

By Jane Fuller

EXPORTS HELPED Johnson & Firth Brown, the Sheffield-based metals and engineering group, to increase pre-tax profit by some 21 per cent in the year to September 30.

The taxable figure rose from £10.22m to £12.31m on sales of £119.14m (£106.5m).

Mr George Hardie, joint managing director, said more than 50 per cent of turnover was exported, either directly or by customers such as Rolls-Royce.

Operating profit advanced by 10 per cent to £9.92m (£9.98m), while the contribution from associated companies stayed the same at £1.6m.

About 55 per cent of sales and profit came from the Firth Rixson subsidiary, which makes nickel-based alloys and components for the aerospace industry and other sectors where the products operate in extreme conditions.

In light engineering, some of the subsidiaries were experiencing a slower rate of orders. The foundry business, which had been weak in 1989-90, had some work in the past year.

As net cash grew to £13.7m (£8.6m) during the year, interest income totalled nearly £300,000, compared with costs of £270,000. Mr Hardie said the total had since risen to £13m and the group planned to buy a North American wing for Firth Rixson.

Cobden Chadwick, a maker of flexographic printing machinery recently bought for £3.5m from the receiver, was expected to contribute to profits this year. He said the banks had shown signs of panic in the way the business

was closed down. Nearly £2.2m received in settlement of a dispute over auditing was the main item in an extraordinary surplus of £1.88m.

Earnings per share emerged at 6.4p (5.3p). A proposed final dividend of 2p makes a total of 8.4p (7.3p).

## COMMENT

After undergoing a couple of traumas - with Sheffield Forgemasters and Gills Pressure Castings - in the mid-1980s, Johnson had some catching up to do while other engineering companies made hay. So it is gratifying that in the past year it has outstripped many others in the sector. The 1987 acquisition of Woodhouse Rixson proved crucial and with it came Mr David Hall, now the other joint MD. The past year showed the management strategy of being prepared for a downturn paying off in terms of continued refining of the business and a strong accumulation of cash. The sort of acquisition it is now considering should open supply channels to the big US aero-engine makers, without inflicting much gearing. Notes of caution have been sounded about slower growth in international aerospace markets and other areas of industrial contraction, although some of the slack is being taken up by the oil industry. A forecast pre-tax profit of £13m this year gives a prospective p/s of 7.5, just above the ratings for both engineering and metals. With a strong balance sheet and a prospective yield of 3.2 per cent, it may merit a touch more.

## Substantial provisions as Charterhouse hits £42m

By David Lascelles, Banking Editor

CHARTERHOUSE, the merchant banking subsidiary of the Royal Bank of Scotland Group, reported a disclosed pre-tax profit of £42.1m, up from £40.58m in 1989.

Mr Victor Blank, chief executive, said he was satisfied with the result because it had been achieved in difficult trading conditions. There had also been "substantial provisions" against exposures to corporate clients.

The merchant bank raised profits by £2m to £19.5m. Corporate finance fees income was up, and demand was strong for the bank's structured financing skills. Charterhouse advised on acquisitions and mergers worth a total of £1.1bn.

The development capital division saw profits fall by £1m to £19.5m, reflecting greater difficulties in the corporate market. The bank specialises in management buy-outs. Mr Blank said that although the buy-out business was down, there were still plenty of opportunities in the area of deals below £200m in size.

Stockbroking earned £1.1m, down from £1.5m, partly because of lower volumes but also reflecting the cost of acquiring Campbell, Wall, a Scottish stockbroker.

Other activities earned £3.1m, up from £1.2m. Mr Blank expected the bank's next financial year to be tough. He foresaw a decline in interest rates and a rise in 1991, but he doubted that this would prompt a rapid upswing in market and corporate activity.

## Coats Viyella shares decline 15p following profits warning

By Alice Rawsthorn

COATS VIYELLA, Europe's largest textile group, yesterday issued a warning that this year's profits would be at the lower end of expectations and that it may not be able to maintain its dividend because of the deterioration in the UK textile industry.

Mr Neville Bain, who joined Coats as chief executive in September, stressed that no decision had yet been taken on the dividend. He said the board would wait until March when it would have a clearer indication of the group's prospects for 1991 before deciding whether to maintain it.

However, Mr Bain said that conditions in the UK had worsened in the fourth quarter of

this year. As a result a higher proportion of profits would be made outside the UK in high tax countries and the tax rate would be higher at about 40 per cent.

Ms Rosemary Banyard, textile analyst at James Capel, now expects Coats to make pre-tax profits of between £100m and £105m in 1990. She reduced her original forecast of £115m to £105m at the beginning of this month.

Coats Viyella made static profits of £137m in 1989. Its shares fell by 15p to 96p yesterday.

The UK textile industry has been in recession for the past two years but the recession has deepened since this summer.

Mr Bain said that October and November had been "difficult months" for Coats in "every area except knitwear". Elsewhere, he said, the business was "still on, or ahead of budget". The only exceptions were the US, particularly in industrial thread, and Brazil, where the textile market has been hit by economic difficulties.

However, Mr Bain was confident that the group's performance would improve in 1991 when the benefits of the cost cutting effected in 1989 and 1990 came through. He was now assessing the scope for further cuts, particularly in central areas.

Sam Lee



Neville Bain: no decision has been taken on the dividend

## API static at £1.86m in period of change

By John Thornhill

API GROUP, formerly known as Associated Paper Industries until it withdrew from paper making activities earlier this year, reported a slightly lower pre-tax profit of £1.86m in the year to September 29.

The result, which compared with last year's £1.83m, was achieved on lower turnover of £72.43m (£75.52m), although the year-end balance sheet reflected the improved productivity in the company, especially in its factories producing plastic milk bottles.

The final dividend is held at 4p for an unchanged total of 6.75p. Earnings per share, however, slipped from 6.5p to 6p.

Margins in the image enhancement products division came under pressure as a result of competitors entering the market and customers de-stocking. Trading profits fell from £1.5m to £1.7m on sales of £40.4m (£42.5m) in the six months to September 30. But both other divisions - converted film and paper products and heating and ventilating systems - showed an improvement in operating profits.

Mr Charles Rawlinson, chairman, said the group was in a strong financial position. During the year net borrowing of £1m was reduced from more than £2m to £1m.

## Productivity rise aids Plysu

By John Thornhill

PLYSU, the plastic packaging and housewares manufacturer, unveiled a 50 per cent improvement in interim pre-tax profits, although this performance compared with a disappointing outcome in the previous period.

Profits rose from £2.65m to £4m in the 26 weeks to October 12. Sales, however, showed only a modest improvement to £24.43m (£23.14m).

Mr James Sumner, chairman, said the increased profits reflected the improved productivity in the company, especially in its factories producing plastic milk bottles.

Sales at its UK container

division rose from £23.85m to £24.53m and the company said it was investing heavily in more production capacity for milk bottles.

The housewares division benefited from a robust gardening products sector and sales increased to £4.54m (£4.2m). Since September, a shortage of feedstock capacity and the rising price of oil had resulted in a 25 per cent rise in prices for plastics raw materials. But Mr Sumner suggested the price might fall in 1991 as extra capacity came on stream.

Earnings rose to 6p (4p). The interim dividend is 1.55p (1p).

Also in contrast to Mr Palmer, who had a variety of experience within L&G, Mr Prosser has spent much of his working life either managing investments or running investment departments, first with stockbrokers Hoare Govett, then at British Oak, where he succeeded Mr Hugh Jenkins, now the investment supremo at the Prudential Corporation, and at L&G.

Mr Prosser takes over at a time when the life assurance industry is generally facing problems with static new business, lower investment returns and a single European market.

## New L&amp;G chief to take over in September

By Eric Short, Pensions Correspondent

Mr David Prosser is to be the new chief executive of Legal & General Group, the life assurance and financial services conglomerate.

He is at present head of L&G's investment operations, responsible for some £17m of funds (end-1989), and takes over from Mr Joe Palmer, the present chief executive, next September when Mr Palmer reaches 60. Meanwhile, Mr Prosser steps up to deputy chief executive.

Unlike his predecessor who spent all his working life with L&G, Mr Prosser only joined the group three years ago.

Also in contrast to Mr Palmer, who had a variety of experience within L&G, Mr Prosser has spent much of his working life either managing investments or running investment departments, first with stockbrokers Hoare Govett, then at British Oak, where he succeeded Mr Hugh Jenkins, now the investment supremo at the Prudential Corporation, and at L&G.

Mr Prosser takes over at a time when the life assurance industry is generally facing problems with static new business, lower investment returns and a single European market.

## Corrugated case buy for Smurfit

By Kieran Cooke in Dublin

JEFFERSON SMURFIT, the Dublin-based paper and packaging group, has purchased - for an undisclosed sum - New International Townsend Hook, one of the UK's leading producers of corrugated paper products and coated papers.

Townsend Hook's paper mill at Snodland, Kent, is one of the

largest in the UK. Last year it achieved sales of approximately £75m.

Mr Dermot Smurfit, head of Smurfit's UK operations, described Townsend Hook as one of the "dynamic" companies in the corrugated case industry. "The acquisition of Townsend Hook will give Smurfit

well in excess of 20 per cent of the corrugated case industry in the UK," he said.

Smurfit has annual sales in the UK of about £300m. Recently it has been investing heavily in various European operations, away from its main area of activity in the US.

## All-round rise lifts LMS 16%

LONDON MERCHANT Securities, the property and leisure group, lifted pre-tax profit by almost 16 per cent in the half year to September 30 1990. All trading activities contributed to the rise - from £11.83m to £13.71m - with the property side putting in £1.11m (£1.48m).

Lord Rayne, chairman, said net rental income grew to £10.52m (£10.1m) in line with expectations; and the development programme was proceeding satisfactorily with important completions expected during next year. Over the full year the increase in rents would be offset partially by the progressive reduction in interest receivable.

In the period under review interest received declined from £32,000 to £10,000. The benefit of the group's 7.84 per cent share in First Leisure was included, and showed a 22.8 per cent rise over the previous year. The



Lord Rayne

year-end balance sheet would incorporate the group's proportion of the surplus £78.4m produced by a revaluation of First Leisure's property.

LMS held 5 per cent of BSB and had provided £26.6m of guarantees in respect of a loan facility. It was hoped that the recent merger with Sky Television would improve prospects, Lord Rayne said.

Earnings per share rose to 3.25p (2.85p) and the interim dividend is held at 0.8p.

tional items for the six months ended October 31.

Interest charges fell by £1.7m to £60,000. An exceptional provision of £760,000 against stocks, left the group £750,000 in the red at the pre-tax level.

Operating profits from the residential building side tumbled from £3.62m to £2.72m. Losses per share emerged at 1.5p (earnings 3.4p) but the interim dividend is maintained at 1.5p.

Turnover totalled £48.8m, reflecting the sale of 265 homes (190 homes). Although that was £2.9m up on the corresponding period of a year earlier, the figure included a much higher proportion of lower priced homes sold to housing associations.

Directors expected the rest of the year to continue to be difficult as the group traded out of the last of the older, lower margin stock. However, they saw far healthier margins coming through on houses where the land was purchased more recently.

At the period-end the group had net cash and assets of £3.6m compared with net borrowings of £11.1m at April 30 and £32.9m at end-April 1989.

Unit just in black and omits dividend

Unit Group, the timber pallet and precision engineering components manufacturer, yesterday reported taxable profits of just £1,000 for the first half and said current trading conditions were probably as difficult as any experienced in the company's history.

The decline from £477,000 in the half year ended September 30 1989 was despite sales which rose from £13.9m to £14.8m. But profit at the operating level was only £457,000 (£704,000) and net interest payable jumped to £456,000 (£227,000).

The board of the USM-traded company decided to drop the interim dividend (2.5p) in view of the likelihood that the present difficulties will continue.

Wardell Roberts ahead at £1.6m

Taxable profits of Wardell Roberts, a Dublin-based food distributor, rose from £1.12m to £1.61m (£1.49m) for the six months to September 30. Turnover expanded from £20.58m to £24.78m.

The interim dividend is lifted to 1.25p (1.1p) from earnings of 5.6p (4.7p).

income from £7.85m to £8.28m, a sharp rise in interest charges meant pre-tax profits of Southend Property Holdings fell by 34p to £1.5m (£1.84m). A final dividend of 1.5p is recommended to make a total of 3.3p (3.1p).

M&G Second Dual advances 13%

M&G Second Dual Trust reported first half pre-tax profits of 18 per cent at £1.7m and raised its interim dividend by 14 per cent from 11.45p to 13.11p on earnings per share of 13.12p (11.45p).

Distributions from the M & G dividend fund came to £1.75m (£1.52m) and deposit interest put in £267,000 (£227,000). Tax paid £437,349 (£380,841).

Venture Plant £1.15m in loss

Venture Plant Group, the USM-quoted plant hire business, continued to run up losses through the second six months and for the full year to end-September fell £1.15m into the red at the pre-tax level compared with previous profits of £1.58m.

The final dividend is passed - 14p. The interim dividend holders received a total of 3.35p for 1988-89. Losses per share worked through at 5p (earnings 8.3p).

Turnover was little changed at £2.3m (£2.25m). There was a tax credit of £276,000 (charge £638,000).

Polar advances 7% but sees tough year

Helped by a turnaround from payments of £78,000 to interest received of £63,000, pre-tax profits of Polar Electronics, the USM-quoted electronics components distributor, increased 7 per cent to £1.32m, against £1.23m, in the year to end-September.

Turnover was £14.54m (£14.33m) and after tax of £894,000 (£851,000) earnings per share emerged at 10.4p (12.5p). Directors are proposing a maintained final dividend of 2.5p making a total for the year of 4.5p.

On the present year Mr Keith Carnelly, chairman, said that demand in the first two months had remained at a low level and he expected it to be another tough year.

only £36,000 lower reflecting increased government grants and lower tax. Earnings per share emerged at 15.4p (£15.4p). A final dividend of 1.5p is recommended to make a total of 3.3p (3.1p).

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cent to £516,000 at this pre-tax level. The downturn, from last year's depressed £1.07m, was due to a turnover of £4.37m lower at £7.77m (£8.84m) and the interim dividend is 2.7p (2.5p).

The group had recently obtained new power transmission and construction contracts worth over £11m, and orders and enquiries for the railway temporary access service remained high, Mr Ames said.

TSB CI raises bad debt provisions

TSB Bank Channel Islands increased annual pre-tax profits by 35 per cent from £5.81m to £7.91m. The result was struck after an increased provision for bad and doubtful debts of £395,000, against £40,000.

There was also an exceptional charge of £449,000 (£694,000) representing provision against the fall in value of its investment in TSB Private Bank International.

Mr Reg Jaime, chairman, said that prudent provisions had been against bad debts but although current performance did not indicate any underlying deterioration in the quality of the lending book.

Total income in the year to October 31 was £20.81m (£18.4m), a rise of 27 per cent. Earnings per share were 25.85p (17.88p).

Hobson reduces loss to £89,000

Hobson, which is concentrating on its trading activities pending new acquisitions, reported a pre-tax loss of £89,000 for the six months to September 30, compared with £177,000. The figures were helped by an increase in interest received from £5,000 to £78,000.

Both divisions help Bradstock advance

Bradstock Group reported taxable profits 31 per cent higher at £8.1m in the year to end-September, against £2.17m.

Both divisions showed increases with insurance broking up 25 per cent and reinsurance broking up 34 per cent. The results were also helped by a £900,000 rise to £2.82m in investment income.

In the present year Mr David Plunkett, chairman, expected currency fluctuations to affect the results with dollar income making up 45 per cent of the total. It was also intended to acquire smaller brokers in complementary areas.

A final dividend of 6.5p is proposed for a total of 9p (7.5p), payable from earnings per share of 17.8p (14.2p).

Eve holds profits at £2.32m

Eve Group, the USM-quoted contractor and developer, held pre-tax profit at £2.32m, against £2.3m, in the half year to September 30, in spite of "recessionary conditions".

Mr Roger Ames, chairman, said some areas of the business

continued to be affected by low demand, but the group as a whole was progressing well. Turnover rose from £25.55m to £28.15m. Earnings per share were 18p (15.5p) and the interim dividend is 2.7p (2.5p).

The group had recently obtained new power transmission and construction contracts worth over £11m, and orders and enquiries for the railway temporary access service remained high, Mr Ames said.

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Turnover fell from £8.06m to £12.25m reflecting the sale of the manufacturing division and Tower Hill Merchants at the beginning of this year.

Mr Richard Thompson took over as chairman at the USM-quoted company in September last year. It was expected that this would lead to a period of acquisitions. However, the company said yesterday that the state of the UK economy had inhibited potential acquisition activity.

There had been an encouraging start to the year but the state of the Nigerian economy and events in Kuwait and Saudi Arabia had undermined the performance.

The loss per share was 0.22p (0.48p) and the interim dividend is again passed.

Caspen makes debut on USM

Caspen Oil, a London-based group with interests in the oil and gas exploration and development sector, yesterday made its debut on the Unlisted Securities Market after two years on the Third Market. The shares were unchanged at 14p.

The new listing coincided with a significant upturn in the group's fortunes in the wake of a successful drilling and acquisition programme.

Caspen operated profitably in the first three months of the current financial year, with all revenues exceeding the total figure achieved in 1989-90. In the year to July 31 1990, it recorded a loss of £2.75m on turnover of £3.15m, due principally to a £2.05m exceptional item.

Mr Leslie Thomas, deputy chairman, said yesterday that the new listing was partly a case of Hobson's choice owing to the Third Market's imminent demise. "But it has coincided with a great revival in our performance," he said.

## DIVIDENDS ANNOUNCED

DIVIDENDS PAID					
	Current payment	Date of payment	Corres- ponding dividend	Total for year	Total for year
API	4	Feb 8	4	6.75	6.75
Berkeley Group	1.5	Feb 8	1.5	4.5	4.5
Bradstock	6.5	Apr 9	6.5	9	9
Bromsgrove Inds	1.45	Jan 21	1.3	2.75	2.75
Dochas	2.72	Apr 18	2.4	3.5	3.05
Eurocity	2.5	Apr 8	2		
Eve's	2.9	Mar 28	2.1	4	3
Greenall Whitley	8	Feb 22	5.4	10	8.5
Hockley	1.65	Mar 22	1.45	2.4	2.7
Johnson Furth	2	Jan 31	1.8	3	2.8
Lee (Arthur)	4.25	Feb 22	4.25	5.8	5.8
London Merchant	1.8	Feb 2	1.8		
NMCC	1.25	Jan 31	0.8		3.4
Southend Prop'ty	1.32	Feb 28	1.28		3.85
Stakis	1.8	Apr 10	1.6	2.7	2.5
Unit 5	all				
Watson & Philip	8.5	Apr 10	2.5		5.5



## COMMODITIES AND AGRICULTURE

## Opec to keep oil output high while crisis lasts

By David Thomas in Vienna

A GO-AHEAD for continued high oil production to fill the gap caused by Iraq's invasion of Kuwait was given yesterday by the Organisation of Petroleum Exporting Countries.

Opec ministers unanimously agreed at a meeting in Vienna to continue their suspension of oil production quotas fixed in July, which put ceilings on output levels. The producer group also resolved to restore the quotas immediately if the Gulf crisis was over and to hold a further special meeting next March.

By postponing further decisions until March, the accord effectively recognises that Opec is powerless to act before the Gulf crisis is resolved.

No immediate steps are to be taken to meet the concerns of some Opec members, notably Iran, that current oil output levels could lead to an oil glut, particularly if the Gulf crisis is solved peacefully.

"I am very, very afraid about the future," said Mr. Gholamreza Aghazadeh, the Iranian oil

minister after the meeting. "We asked all countries to unconditionally come back to their quotas," he said. "This is the important issue for us because you remember in the past the quota problem is the main problem."

Opec countries are producing 28.9m barrels a day, 400,000 b/d more than the July quota, despite the loss of 4.5m b/d of Iraqi and Kuwaiti exports.

The high Opec output is mainly due to Saudi Arabia, which last month produced 7.9m b/d compared with its 5.4m quota. Mr. Hisham Nazer, the Saudi oil minister, welcomed yesterday's accord.

Some observers believe that these high output levels will make it difficult for Opec to revert to the July quotas.

However, Mr. Sadek Bousseena, Opec's president and Algeria's oil minister, stressed after the meeting that all Opec members had agreed to return immediately to the July quotas once the Gulf crisis was over. Nevertheless, he also

suggested that the quotas could be reconsidered next year if an oil glut caused a fall in prices below Opec's \$21 a barrel reference price.

"Opec cannot leave the market to deteriorate too much. We need good prices for our countries. We will defend our prices," said Mr. Bousseena, who added that Opec might meet before March if necessary.

Mr. Rasheed Salem Al-Ameri, Kuwait's oil minister, said his country would take only a few weeks to resume full production if there was a peaceful resolution to the crisis. He added that Kuwait might ask Opec for an increased quota in order to repair its economy.

The Opec president brushed aside suggestions that the Gulf crisis was threatening the organisation. "This organisation will be necessary for all of us," Mr. Bousseena said.

Oil prices rose after the meeting. Brent crude for January delivery ended at \$27.22 a barrel, up 97 cents.

## Coal miner asks court for more time

By Bernard Simon in Toronto

THE QUINTEITE coal mine in north-east British Columbia has asked for a two-month extension of a court order freezing its financial obligations amid signs that its creditors and suppliers are balking at new concessions to save the ailing \$312m project.

A Toronto newspaper reported yesterday that the mine had asked its 56 bank lenders to write off two-thirds of its \$363m debt, and called on its Japanese steel-mill customers to hold any further price cuts until 1993 while committing themselves to continued purchases of 4.75 tonnes a year.

It has also asked for cuts in rail and port charges to help finance construction of a new pit, and suggested that the railways and port write-off amounts owed to them.

Quintette said that it asked for the two-month extension "to allow further time for discussion and assessment."

According to mining analysts, however, Quintette's creditors, customers and the British Columbia government

are likely to agree to concessions only if a new operator is found to replace Denison Mines of Toronto, which has a 50 per cent equity interest in the mine and has managed it since it started production seven years ago.

Quintette was due to file its restructuring plan by yesterday, which was the expiry date of a six-month restraining order freezing the mine's financial obligations. The order was sought after Japanese customers began withholding payments earlier this year as a means of enforcing a disputed arbitration ruling which cuts prices for the mine's coal below its operating and shipping costs.

Quintette was designed in the early 1980s to diversify the Japanese steel industry's sources of supply. The Japanese agreed at the time to supply the high-cost project by paying prices well above market levels. But as the coal and steel markets have become increasingly competitive they have sought to squeeze Quintette on prices and tonnages.

## Brazil faces another poor coffee harvest

By Victoria Griffith in Sao Paulo

BRAZILIAN COFFEE growers will suffer another poor harvest, according to the country's Ministry of Economy, which predicted a crop of 23m bags (50 kg each) next year. The figure is nearly equal to those of the past two years, which were considered low.

The poor figures are due to a 32 per cent drop in the use of fertilisers and a lack of rainfall in main coffee-growing areas, according to the ministry.

An overvalued cruzeiro and soft international coffee prices caused a fall in coffee export receipts of about \$500m. Although the country exported about the same amount as in 1989, export sales only reached \$1,998bn, compared with \$1,782bn last year.

The ministry predicted a rise in export receipts in 1991, due to a fall in world production and financial troubles in key exporting countries.

According to the economist Ricardo Mesquita of the National Economic Secretariat, Colombian production will fall 20 per cent.

Exporters here, however, complain that a lack of export financing is making shipments extremely difficult. One major shipper, Intercontinental, has filed for bankruptcy, and others are laying off workers.

"The industry is streamlining itself," said Mr. Oswaldo Araujo Neto, an exporter from Rio de Janeiro. "But this is good for us. It means less competition."

Rainstorms in the last 19 days have damaged between 15 and 30 per cent of El Salvador's 1990-91 coffee crop, according to a senior coffee industry official, reports Reuters from San Salvador.

There is a severe reduction of between 15 per cent and 30 per cent in damaged and lost beans," he said, adding that rains, floods and snow had affected coffee production across Central America and in Mexico.

El Salvador had previously expected a bumper 1990-91 harvest of 3.7m bags (45.4 kg each), up from 3.4m in 1989-90, for its mild arabica coffee.

The industry official said preliminary reports showed that seasonal rainstorms had severely damaged beans to the ground or split the husks, damaging both the weight and the quality of the harvest.

"It will take more beans to fill a quintale (bag)," he said. "We are carrying out field studies to get more technical data."

The results of the study will not be available before January.

## Chicago traders disappointed at level of Soviet grain aid

By Barbara Durr in Chicago

THE GRAIN futures market at the Chicago Board of Trade registered its disappointment yesterday with the US government announcement of a trade credit programme for the Soviet Union.

Traders had been expecting a greater amount of credit than the \$1bn President George Bush offered.

Grain futures fell across the board in mid-morning trading with soybeans falling more than 9 cents, maize 4 cents and wheat about 2 cents. Soybeans were especially hard hit because they had been expected to lead the Soviet shopping list.

Futures traders had been banking on US government credits of about \$1.5bn, roughly the amount it would take for the Soviet to fulfil their grain buying agreement with Washington. Some had expected the US offer to be considerably more generous with up to \$3bn in credits.

Grains in the grain belt, whose exports are down this year, had accused President Bush of a virtual grain embargo because of his previous refusal to extend credits. This latest offer is unlikely to appease them.

Increasing role forecast for wheat export credits

By David Blackwell

EXPORT CREDITS are likely to play an increasing role in the world wheat trade, which is suffering the lowest prices since 1972, according to the International Wheat Council.

The trend throughout the last decade towards low prices and enhanced credit terms has proved an attractive combination for the importing countries, the IWC says in its latest report.

"Countries unable or unwilling to extend credit must pitch sales proportionally lower in order to offset the dual attraction of price and credit advanced from other origins," the report says. The Soviet Union, the highest importer, now bases its buying on credit rather than cash.

Traded prices of around \$88

to \$85 a tonne FOB have been reached against the bearish background of an expected rise in world stocks next year of 4m tonnes to 130m tonnes.

"To some extent, rightly or wrongly, the world market has come to tolerate a smaller margin of supply protection in its readiness to accept a lower average level of the world carryover stocks," the report says.

The IWC believes that policy developments will probably be increasingly directed towards supply management in order to curtail stock accumulation.

Nevertheless, productive capacity could still outrun demand, since financial constraints will continue to inhibit growth in developing countries.

help avoid this.

The negotiations on the record sale with the Soviet Union came hard on the heels of Moscow's agreement to pay \$2.511m of outstanding debts for dairy products already delivered.

The Soviet authorities this week agreed to give the dairy board an irrevocable letter of credit from the central state bank guaranteeing settlement in two instalments. The first will be received within a few weeks.

Negotiations for the new sale started immediately. These will include reaching an agreement on price and quantity with the European Community, which is also anxious to sell its stockpiled butter to the Soviet Union.

## Malaysians wrestle with another tin crisis

Little scope remains for further productivity improvements, writes Lim Siong Hoon

AFTER TIN prices rose to \$27.22 a kilogram last year, the 10,000-odd inhabitants of Gopeng, a century-old town 190 km north of the capital of Kuala Lumpur, suddenly found their homes in jeopardy. The state authority had let it be known that all the 80 hectares of Gopeng would be acquired; beneath the town, it said, were rich deposits of tin and a state-owned company wished to get at them.

Since then tin prices have dried and nothing more was heard of the controversial Gopeng relocation plans. Though the market slump had saved the town, for the moment at least, it has also plunged the Malaysian tin industry once more into a struggle to survive.

The industry's problems are unlike those it faced after the 1985 market crash, and local miners and analysts alike think the present crisis is, in some respects, worse.

Adjustments came quickly after the 1985 collapse of the International Tin Agreement, which supported prices through a buffer stock buying system. That meant coping with the shock of an abrupt change to a free market. Within a year output plummeted 25 per cent; the industry's average cost was slashed 34 per cent; and the output rate per worker rose by more than 20 per cent. With costs now under control and the productivity rate up by another 12 per

Malaysian Tin		
Year	Output (tonnes)	Ave price (\$/kg)
1980	30,400	23.05
1981	32,000	23.05
1982	28,900	18.46
1983	28,900	18.46
1984	28,900	15.26
1985	28,900	29.87
1986	41,300	29.16
1987	41,400	30.19
1988	41,400	30.19
1989	41,400	30.19
1990	41,400	30.19

cent there is little scope for further improvements in response to the current crisis.

Falling yields are aggravating the industry's problems, according to analysts. The average recovery cost for each kilogram of tin in a cubic metre of soil is inversely related to yield: as one falls, the other goes up.

This pattern is evident in many, but not all, mines. What is clear, though, is that yields have fallen in the past four or five years. In 1986, a cubic metre of soil yielded up to 0.3 kg of tin in Malaysia. Today the average level is 0.1 kg, compared with 3 kg in Brazil's Bom Futuro region.

Exploration is required to overcome low grade deposits, but in the present market environment miners are neither willing nor able to do so.

Those who survived the previous crisis did so by drawing on other assets or reserves in

the expectation that recovery would follow the slump and because closure leaves a host of problems, labour and licensing for instance. With poor deposit grades and low prices, the dilemma now is reduced simply "to continue or not to continue," says one analyst with the Malaysian Chamber of Mines.

Gravel pump mining, an old labour-intensive method of flushing out deposits with high velocity water pumps, is likely to suffer most in the present crisis. Before 1985 it accounted for 56 per cent of the total output, five years on its share of a 25 per cent smaller tonnage is down to 40 per cent.

Deep mining, a capital-intensive method with an almost equal output share, is marginally less costly than the gravel pump sector. This means that its ability to withstand price shocks depends ultimately on the strength of the companies' asset reserves, an advantage they have over the small gravel pump miners.

The concern about who survives has now become enmeshed into the debate over whether Malaysia should remain in the Association of Tin Producing Countries, which it founded. At stake, the "big guys" versus the "small guys," says an analyst. "This struggle reveals why different miners, at different times, are in discord about the organisation's usefulness."

Small miners tend to see the ATPC as their only hope. Others, less sanguine, argue that as existing production capacity is only just sufficient to meet Malaysia's quota participation, in Brazil's absence, is pointless.

Though the official Malaysian line favours the ATPC, the government has not disguised its displeasure over Brazil's foot-dragging over joining the producer group.

Mr. Lim Siong Hoon, the primary industries minister, was uncharacteristically blunt early last month. Until Brazil takes its place as the leading producer, he said, "there is no point in talking any more."

For its part, Brazil has appeared eager to keep the channels open and keep the organisation intact. The country attends virtually all ATPC meetings as an observer and group pressure and low prices appear to have kept Brazilian production this year to below the 1988 level and possibly to 45,000 tonnes, as promised. Last October, it agreed to further cuts to about 30,000 tonnes next year.

Brazil's stock level, at last July, was 15,000 tonnes, according to ATPC statistics. That level is higher than would be permitted under ATPC rules, which stipulate that a member should stock no more than 10 per cent of its permissible export tonnage. Accordingly, Brazil declined to join the

ATPC until, it said, it can abide by the rules.

Mr. Redwan Sumari, the ATPC executive secretary, argues that the organisation's goal of a "normal" world stockpile of 20,000 tonnes, covered with annual production of about 190,000 tonnes, is no longer realistic since demand growth has failed to keep pace with supply over the years. He personally thinks 16,000 tonnes is a better goal, satisfied by an "equilibrium" price range of \$21.5 (\$24.0) to \$26.1 a kilogram.

But with prices under \$26 and world stock levels at around 45,000 to 50,000 tonnes, up from 38,000 tonnes within a year and a half, the goal under scores the bleakness of dealing with the over-supply. More than half the stocks are held outside of the seven ATPC members, which means that the chances are remote that the group can realise its target of scoring a 37,000-tonne stock level at end-December.

This surplus exacerbates Malaysia's domestic problems, and so explains why the country now seems ready to distance itself from the organisation and why there are calls for the ATPC to be disbanded. Even local companies are no longer allocated their specific tonnage, though, at present, yields and prices, setting production limits looks redundant.

In these hard times, the people of Gopeng can afford to sleep easy.

## WORLD COMMODITIES PRICES

## MARKET REPORT

The premium for cash nickel on the LME disappeared yesterday as both cash and three-month metal fell below \$8,000 a tonne. Major support is now put at \$7,700.

Platinum and trimmed early losses, as well as palladium, which traded at life-of-contract lows after heavy Swiss selling. New York arabica coffee prices were firming at midday on sentiment that Central America's coffee crop was damaged by recent heavy rains. "There's a good possibility Central America in general will have its crop reduced by 20 to 30 per cent," said one commission house trader.

Compiled from Reuters

## London Markets

## SPOT MARKETS

Cash (per tonne FOB)

Dubai Blend (dated)

Crude oil (per barrel)

WTI (1 pm est)

Oil products

Crude oil (per barrel CIF)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

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Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

Crude oil (per barrel FOB)

## BSEAR - London FOEX

Base Close Previous High/Low

Mar 216.50 216.00 216.00 216.50

Apr 216.50 216.00 216.00 216.50

May 216.50 216.00 216.00 216.50

Jun 216.50 216.00 216.00 216.50

Jul 216.50 216.00 216.00 216.50

Aug 216.50 216.00 216.00 216.50

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Jan 216.50 216.00 216.00 216.50

Feb 216.50 216.00 216.00 216.50

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Sep 216.50 216.00 216.00 216.50

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Nov 216.50 216.00 216.00 216.50

Dec 216.50 216.00 216.00 216.50

Jan 216.50 216.00 216.00 216.50

Feb 216.50 216.00 216.00 216.50

## BSEAR - London FOEX

Base Close Previous High/Low

Mar 216.50 216.00 216.00 216.50

Apr 216.50 216.00 216.00 216.50

May 216.50 216.00 216.00 216.50

Jun 216.50 216.00 216.00 216.50

Jul 216.50 216.00 216.00 216.50

Aug 216.5



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There's more to Cadbury Schweppes than Cadbury and Schweppes. We've built up an enviable portfolio of successful brands, as you can see from this page. Combined with our experience in management in the soft drinks and confectionery markets, they helped to generate a pre-tax profit of £251 million last year. So while we can say they are no competition, our competitors certainly can't.

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## LONDON STOCK EXCHANGE

## Shares rise in higher trading volume

A PROMISING pre-Christmas rally for the stock market yesterday despite unfavourable factors, ranging from soft cutbacks at a leading London securities firm to disappointing official comments on interest rate prospects. Equity trading volume remained high by recent standards, maintaining the improvement stimulated by Tuesday's week's electricity privatisation sale.

The market is waiting with confidence for today's announcement of the UK retail price index for November, which is widely expected to provide the first evidence that domestic inflation has peaked, perhaps by showing an annualised inflation rate below 10 per cent.

Data yesterday on the UK economy served merely to con-

Account Opening Dates	Nov 10	Dec 10	Dec 31
First Dealings	Nov 10	Dec 10	Dec 31
Options Dealings	Dec 10	Dec 27	Jan 10
Last Dealings	Dec 10	Dec 27	Jan 10
Account Closes	Dec 10	Dec 27	Jan 10

Time-time dealings may take place from 9.30 am to 10.30 am on Dec 10.

firm the marked slowdown in the British economy; November unemployment showed the biggest monthly increase since 1981, while the 10 per cent underlying rise in average earnings in October was a shade below City forecasts. Equities tried to follow New York and Tokyo higher in early deals but were soon turned back as the market digested more bullish developments. The warning from Mr Norman Lamont, the new UK

chancellor of the exchequer, that a cut in UK base rates was ruled out until sterling strengthens within the ERM, despite his acknowledgement that the economic recession may prove longer and deeper than expected, emphasised the market's own realisation that the chances of an interest rate reduction before Christmas have virtually disappeared.

The market was also pulled down by further losses in the retail sector, although a setback in the shares of Next, the store group, was largely recouped after a reassuring statement from the board; moreover, takeover hopes returned to help the sector.

At worst, equities were 8.8 points down on the FT-SE 100 scale as marketmaking firms cut trading books which had become slightly swollen earlier

in the week. This shakeout of technical positions proved premature and prices turned sharply upwards.

The advance was helped by a substantial trading programme by a leading securities house, leaning mostly to the buy side, and followed by two smaller, albeit smaller, programmes. This buying was, by definition, selective, but was concentrated on the FT-SE 100 stock list and the upper end of the list of beta, or second rank issues.

By the close, the FT-SE 100 index showed a gain of 15.3 to 2,172.2. More impressive was the rise in turnover, as measured by the Seaq network, which traded 683.6m shares compared with 554.1m in the previous session.

Data from the International Stock Exchange disclosed that equity trading has risen

strongly this week; on Tuesday, when the electricity issues entered the market, retail investment in equities jumped to £1.37bn, to be followed on Wednesday by a total of £1.18bn. The money value of yesterday's retail business will only be released by the ISE today.

Dealers were hard put to pinpoint a reason for the gain in equities, although some pointed to the recent recovery in the New York and Tokyo markets. But underlying the fragility of London was the announcement yesterday that Barclays de Zoete Wedd, a leading UK investment bank and marketmaking concern, is cutting back on its London equity workforce. Rival traders believe there is more to come, both at ZZW and at other firms in the London market.

## FINANCIAL TIMES STOCK INDICES

	Dec 13	Dec 12	Dec 11	Dec 10	Dec 9	Dec 8	Dec 7	Year Ago	High 1990	Low	Since Completion	High	Low
Government Secs	89.31	85.39	83.27	83.29	83.29	83.29	83.28		84.20	74.13	127.4	48.18	
									(5/1)	(28/14)	(1/2)	(1/2)	
Fixed Interest	91.02	91.57	90.06	90.89	90.84	92.27	92.81	93.10	87.15	85.00	105.53		
									(8/1)	(30/4)	(28/11/47)	(5/1)/75	
Ordinary Share	1794.9	1892.2	1708.0	1721.5	1723.3	1871.4	1989.3	1989.3	2008.8	2008.8	49.4		
									(5/1)	(24/9)	(28/18/40)		
Gold Mines	136.1	147.8	148.1	148.4	150.4	311.8	378.8	398.1	734.7	43.9			
									(15/2)	(152/23)	(28/18/7)		
FT-SE 100 Share	2172.2	2158.9	2165.8	2182.5	2183.4	2267.0	2463.7	2463.7	2463.7	996.9			
									(3/1)	(31/100)	(23/7/84)		
FT-SE Eurobond 100	986.21	983.81	988.48	982.08	1002.10				1003.35	948.31	1003.35	948.31	
									(6/12)	(37/11)	(1/100)	(27/11/80)	
Cont. Div. Yield	5.82	5.86	5.89	5.90	5.91	5.84							
Earning Yld % (Full)	11.74	11.85	11.78	11.69	11.61	11.08							
P/E Ratio(NeQ)	10.29	10.19	10.27	10.34	10.31	10.53							
From the Dec 1978, Nov 1982, Dec 1982, Dec 1983, Dec 1984, Dec 1985, Dec 1986, Dec 1987, Dec 1988, Dec 1989, Dec 1990, Dec 1991, Dec 1992, Dec 1993, Dec 1994, Dec 1995, Dec 1996, Dec 1997, Dec 1998, Dec 1999, Dec 2000, Dec 2001, Dec 2002, Dec 2003, Dec 2004, Dec 2005, Dec 2006, Dec 2007, Dec 2008, Dec 2009, Dec 2010, Dec 2011, Dec 2012, Dec 2013, Dec 2014, Dec 2015, Dec 2016, Dec 2017, Dec 2018, Dec 2019, Dec 2020, Dec 2021, Dec 2022, Dec 2023, Dec 2024, Dec 2025, Dec 2026, Dec 2027, Dec 2028, Dec 2029, Dec 2030, Dec 2031, Dec 2032, Dec 2033, Dec 2034, Dec 2035, Dec 2036, Dec 2037, Dec 2038, Dec 2039, Dec 2040, Dec 2041, Dec 2042, Dec 2043, Dec 2044, Dec 2045, Dec 2046, Dec 2047, Dec 2048, Dec 2049, Dec 2050, Dec 2051, Dec 2052, Dec 2053, Dec 2054, Dec 2055, Dec 2056, Dec 2057, Dec 2058, Dec 2059, Dec 2060, Dec 2061, Dec 2062, Dec 2063, Dec 2064, Dec 2065, Dec 2066, Dec 2067, Dec 2068, Dec 2069, Dec 2070, Dec 2071, Dec 2072, Dec 2073, Dec 2074, Dec 2075, Dec 2076, Dec 2077, Dec 2078, 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MOTORS, AIRCRAFT TRADES

1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	9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**AUTHORISED  
UNIT TRUSTS**[illegible]

### Guide to pricing of Authorised Unit Trusts

**EDITORIAL CHANGE:** Charge made on sale of **HAZARDOUS PHARMACEUTICALS:** The matter is ongoing

**HISTORIC CHARGE:** Charge made on sale of units. Used to repay mortgage and other costs. Includes conversion gain to shareholders. This charge is included in the price of units.

**OFFER PRICE:** Also called issue price. The price at which units are brought to market.

**UNIT PRICE:** Price, net of conversion costs. The

**HISTORIC PREMIUM:** The price in dollars that the company will recently stand on the price net on the issue. Represents the difference between the latest advance before publication and may not be the same during these because of an increasing market associated with a decline in forward pricing levels. The minimum must stand at a

**CANCELLATION PRICE:** The minimum price at which the seller is obligated to sell the oil and gas. It is determined by the seller and the oil price is determined by a formula laid down by the government. In practice, there are two formulas: one for the oil price and one for the gas price. The oil price is determined by the oil price in the oil market. The gas price is determined by the gas price in the gas market. The oil price is determined by the oil price in the oil market. The gas price is determined by the gas price in the gas market.

**REPORTS:** The main report type and subtypes **REPORTS** can be obtained from changes from these packages.

Other important items are contained in the last column of the PT document: **Publications**.

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prices are set on the basis of the valuation  
plus a short profit of three per cent. Selling  
prices become available.

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 Prices otherwise indicated and those shown refer to U.S. dollars. Yields are based on prices of certain underlying securities subject to capital gains tax on net long-term capital gains. 1. Periodic premium payments. 2. Discounted cash value. 3. (Underlying) for Collective Investment Securities. 4. Covered price. 5. Current agent's commission. 6. Current gross. 7. Subsequent. 8. Ex-subscription. 9. Only available. Yield column shows annualized or dividend.



## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Steady D-Mark helps pound

THE D-MARK was unmoved by yesterday's decision of the Bundesbank council to leave German interest rates unchanged. As expected, the central bank used the occasion to set a money supply target for next year, but it left until the new year any decision on official interest rates, despite recent upward pressure on money market rates.

The Bundesbank is looking to limit inflationary trends from German unification and wage settlements by setting a target for M3 growth of 4 to 6 per cent for 1991, unchanged from the target for West Germany this year. October M3 growth has been revised down to 5.5 from 5.7 per cent, and according to Mr Oskar Lasing, a member of the Bundesbank board, "the chances are good that we will be clearly within the corridor at the end of the year."

At last night's close in London the D-Mark was slightly firmer against the yen, rising to Y89.25 from Y89.15, but showed no sign of attacking strong resistance at Y90.00. The German currency weakened slightly against the dollar. It was little changed within the European Monetary System, holding steady against the French franc and Italian lira while losing a little ground to sterling.

At the London close the D-Mark had advanced slightly to FF3.3975 from FF3.3970. Earlier in the day it was fixed in Paris at FF3.3975 compared with FF3.3933 on Wednesday. In terms of the lira, the D-Mark finished unchanged at L754.15, after being fixed at L754.00 in Milan against L752.95 previously. The Bank of Italy sold DM60m and Rcu50m to support the lira at the fixing.

Within the ERM the D-Mark remained the second strongest currency, ahead of the Dutch guilder and Belgian franc. All three currencies are supported by upward trends in interest rates.

The Spanish peseta stayed at the top of the system after the Bank of Spain showed no sign of relaxing its tight monetary stance. At a regular auction of certificates, the central bank left its money market intervention rate at 14.65 per cent.

Sterling was again the weakest member of the ERM, but had a firmer tone after Mr Norman Lamont, UK chancellor of the exchequer, told parliament on Wednesday that there will be no cut in interest rates unless fully justified by the pound's position in the system.

The pound was unchanged at \$1.9440, while climbing to DM2.8775 from DM2.8750; to FF3.7775 from FF3.7625; to SF3.4600 from SF3.4575; and to Y257.00 from Y256.25. Its index rose 0.2 to 93.5.

The dollar remained quiet, but was generally slightly firmer as traders covered short positions ahead of the year-end. It rose to DM1.4505 from DM1.4485; to Y131.85; to FF5.0300 from FF5.0225; and to SF1.2655 from SF1.2645. The dollar's index gained 0.1 to 60.6.

EMS EUROPEAN CURRENCY UNIT RATES											
	Unit	Change	% Change	Unit	Change	% Change	Unit	Change	% Change		
Spanish Peseta	133.421	0.000	0.00	Italian Lira	200.480	0.000	0.00	French Franc	66.667	0.000	0.00
D-Mark	2.00000	0.000	0.00	Belgian Franc	20.361	0.000	0.00	Dutch Guilder	2.20371	0.000	0.00
Portuguese Escudo	200.480	0.000	0.00	Irish Punt	0.78756	0.000	0.00	Swiss Franc	2.00000	0.000	0.00
British Pound	1.00000	0.000	0.00	Spanish Peseta	166.667	0.000	0.00	Italian Lira	1.00000	0.000	0.00
French Franc	6.55957	0.000	0.00	D-Mark	1.93627	0.000	0.00	Belgian Franc	6.55957	0.000	0.00
Dutch Guilder	3.36361	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00	Irish Punt	0.78756	0.000	0.00
Swiss Franc	2.00000	0.000	0.00	British Pound	1.00000	0.000	0.00	Spanish Peseta	166.667	0.000	0.00
Italian Lira	1.00000	0.000	0.00	French Franc	6.55957	0.000	0.00	D-Mark	1.93627	0.000	0.00
Belgian Franc	6.55957	0.000	0.00	Dutch Guilder	3.36361	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00
Irish Punt	0.78756	0.000	0.00	Swiss Franc	2.00000	0.000	0.00	Italian Lira	1.00000	0.000	0.00
Spanish Peseta	166.667	0.000	0.00	Belgian Franc	6.55957	0.000	0.00	Irish Punt	0.78756	0.000	0.00
D-Mark	1.93627	0.000	0.00	Irish Punt	0.78756	0.000	0.00	Spanish Peseta	166.667	0.000	0.00
Portuguese Escudo	200.480	0.000	0.00	Spanish Peseta	166.667	0.000	0.00	D-Mark	1.93627	0.000	0.00
British Pound	1.00000	0.000	0.00	D-Mark	1.93627	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00
French Franc	6.55957	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00	British Pound	1.00000	0.000	0.00
Dutch Guilder	3.36361	0.000	0.00	British Pound	1.00000	0.000	0.00	French Franc	6.55957	0.000	0.00
Swiss Franc	2.00000	0.000	0.00	French Franc	6.55957	0.000	0.00	Dutch Guilder	3.36361	0.000	0.00
Italian Lira	1.00000	0.000	0.00	Dutch Guilder	3.36361	0.000	0.00	Swiss Franc	2.00000	0.000	0.00
Belgian Franc	6.55957	0.000	0.00	Swiss Franc	2.00000	0.000	0.00	Italian Lira	1.00000	0.000	0.00
Irish Punt	0.78756	0.000	0.00	Italian Lira	1.00000	0.000	0.00	Belgian Franc	6.55957	0.000	0.00
Spanish Peseta	166.667	0.000	0.00	Belgian Franc	6.55957	0.000	0.00	Irish Punt	0.78756	0.000	0.00
D-Mark	1.93627	0.000	0.00	Irish Punt	0.78756	0.000	0.00	Spanish Peseta	166.667	0.000	0.00
Portuguese Escudo	200.480	0.000	0.00	Spanish Peseta	166.667	0.000	0.00	D-Mark	1.93627	0.000	0.00
British Pound	1.00000	0.000	0.00	D-Mark	1.93627	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00
French Franc	6.55957	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00	British Pound	1.00000	0.000	0.00
Dutch Guilder	3.36361	0.000	0.00	British Pound	1.00000	0.000	0.00	French Franc	6.55957	0.000	0.00
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D-Mark	1.93627	0.000	0.00	Irish Punt	0.78756	0.000	0.00	Spanish Peseta	166.667	0.000	0.00
Portuguese Escudo	200.480	0.000	0.00	Spanish Peseta	166.667	0.000	0.00	D-Mark	1.93627	0.000	0.00
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D-Mark	1.93627	0.000	0.00	Irish Punt	0.78756	0.000	0.00	Spanish Peseta	166.667	0.000	0.00
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British Pound	1.00000	0.000	0.00	D-Mark	1.93627	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00
French Franc	6.55957	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00	British Pound	1.00000	0.000	0.00
Dutch Guilder	3.36361	0.000	0.00	British Pound	1.00000	0.000	0.00	French Franc	6.55957	0.000	0.00
Swiss Franc	2.00000	0.000	0.00	French Franc	6.55957	0.000	0.00	Dutch Guilder	3.36361	0.000	0.00
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D-Mark	1.93627	0.000	0.00	Irish Punt	0.78756	0.000	0.00	Spanish Peseta	166.667	0.000	0.00
Portuguese Escudo	200.480	0.000	0.00	Spanish Peseta	166.667	0.000	0.00	D-Mark	1.93627	0.000	0.00
British Pound	1.00000	0.000	0.00	D-Mark	1.93627	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00
French Franc	6.55957	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00	British Pound	1.00000	0.000	0.00
Dutch Guilder	3.36361	0.000	0.00	British Pound	1.00000	0.000	0.00	French Franc	6.55957	0.000	0.00
Swiss Franc	2.00000	0.000	0.00	French Franc	6.55957	0.000	0.00	Dutch Guilder	3.36361	0.000	0.00
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Spanish Peseta	166.667	0.000	0.00	Belgian Franc	6.55957	0.000	0.00	Irish Punt	0.78756	0.000	0.00
D-Mark	1.93627	0.000	0.00	Irish Punt	0.78756	0.000	0.00	Spanish Peseta	166.667	0.000	0.00
Portuguese Escudo	200.480	0.000	0.00	Spanish Peseta	166.667	0.000	0.00	D-Mark	1.93627	0.000	0.00
British Pound	1.00000	0.000	0.00	D-Mark	1.93627	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00
French Franc	6.55957	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00	British Pound	1.00000	0.000	0.00
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Portuguese Escudo	200.480	0.000	0.00	Spanish Peseta	166.667	0.000	0.00	D-Mark	1.93627	0.000	0.00
British Pound	1.00000	0.000	0.00	D-Mark	1.93627	0.000	0.00	Portuguese Escudo	200.480	0.000	0.00
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Spanish Peseta	166.667	0.000	0.00	Belgian Franc	6.55957	0.000	0.00	Irish Punt	0.78756	0.000	0.00
D-Mark	1.93627	0.000	0.00	Irish Punt	0.78756	0.000	0.00				



## WORLD STOCK MARKETS

AUSTRIA				FRANCE (continued)				GERMANY (continued)				ITALY (continued)				SWEDEN			
December 13				December 13				December 13				December 13				December 13			
Sec	Pr	Ch	Fr	Pr	Ch	Fr	Pr	Pr	Ch	Fr	Pr	Pr	Ch	Fr	Pr	Pr	Ch	Fr	Pr
Bank of Austria	1,250	+1.0		Repsol SA	672			BMW	429.3	+1.5		Shri Sri	10,950	+1.0		AGA B (Frem)	272		
Centralbank	1,250	+1.0		Repsol SA	672			BMW	429.3	+1.5		Shri Sri	10,950	+1.0		AGA B (Frem)	272		
Landesbank	1,250	+1.0		Repsol SA	672			BMW	429.3	+1.5		Shri Sri	10,950	+1.0		AGA B (Frem)	272		
Landesbank	1,250	+1.0		Repsol SA	672			BMW	429.3	+1.5		Shri Sri	10,950	+1.0		AGA B (Frem)	272		
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## INDICES

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## STANDARD AND POOR'S

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## CANADA

TORONTO						
Dec. 12	Dec. 11	Dec. 10	Dec. 9	1980		
Dec. 12	Dec. 11	Dec. 10	Dec. 9	HIGH	LOW	
Albans & Minerva imports	2803.41	2786.69	2758.05	2756.19	3003.05 (WJ)	2688.50 (DQ)
	3252.54	3209.25	3223.55	3223.55	3417.30 (DQ)	3009.91 (DQ)
ANTHRA, Portland	174.39	173.81	163.25	172.70	266.90 (WJ)	160.74 (DQ)
Other grades of all kinds	120.00	120.00	105.00	105.00	150.00 (WJ)	100.00 (DQ)
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Other grades of all kinds	120.00	120.00	105.00	105.00	150.00 (WJ)	100.00 (DQ)

**TOKYO - Most Active Stocks**

Thursday 13 December 1990

	Stocks Traded	Closing Prices	Change on day		Stocks Traded	Closing Prices	Change on day
Nippon Steel	53.85	480	+22	Kiaid Steel	18.85	454	+24
Sotomo Steel	26.15	475	+29	Kobe Steel	13.45	839	+18
Mitsui Shipbldg	24.95	581	+28	Muroran	10.15	524	+16
NKK	23.45	428	+32	Furukawa	9.05	745	+25
Mitsubishi Heavy	51.55	780	+30	Nagasaki Steel	8.15	815	+35

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**FINANCIAL TIMES**

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*\$100 prices December 13*

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December 12[illegible]**FINANCIAL TIMES**



AMERICA

Vista doubles in response to German bid

Wall Street

A TWO-WAY FULL exerted by firmer than expected retail sales figures and higher oil prices left US equities little changed yesterday morning, writes Patrick Harverson in New York.

At 1.30pm, the Dow Jones Industrial Average was slightly easier, down 7.92 at 2614.36 in steady trading. The Standard & Poor's 500 moved in similar fashion, edging 0.55 lower to 329.64 at 1pm. Over the counter stocks, however, managed to stay in the black, the Nasdaq composite rising 0.31 to 370.73.

The November retail sales figures proved better than the market had hoped. The data showed that sales fell only 0.1 per cent last month (Wall Street had forecast a 1 per cent decline), suggesting that the slowdown in economic activity will not be as sharp, or as long-lasting, as some economists are predicting.

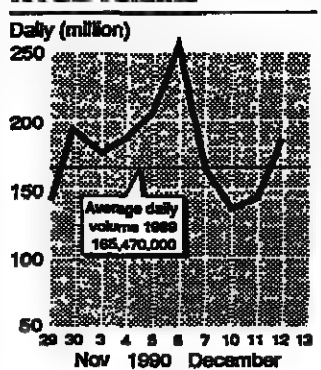
Sentiment, however, was not helped by a rise in oil prices. The price of a barrel of January crude was up \$1.23 at \$25.58 just after 1pm in New York.

The market's recovery from Gulf-related weakness in recent weeks has been helped by a series of large corporate bids, notably for MCA, the entertainment group, and NCR, the computer group. Yesterday there was another big acquisition in the shape of a \$55-a-share offer for Vista Chemical by RWE-DEA, a German conglomerate.

Vista stock soared 33% to \$54 on news of the offer, which was accepted by the company's management. Turnover was a brisk \$75,000 shares. The rest of the chemical sector improved on the back of the Vista bid terms, which the market regarded as highly generous. Quantum Chemical rose 1% to \$15.4, B F Goodrich climbed 3% to \$38.4 and Olin

added \$1 at \$39. Hilton Hotels fell 3% to \$38 on busy trading as some market players took the opportunity to realise gains earned on Wednesday after speculation.

NYSE volume



tion of a bid for the group had pushed the stock sharply higher. There was no follow up

yesterday to the talk of a Japanese-led consortium making an offer for Hilton.

Toys R Us, one of the most actively traded stocks of recent weeks, again topped the market's turnover table. The shares have been bought because of the retailer's dominant position in the US toy market, but have been sold because of fears of what might be poor Christmas sales.

The latter sentiment dominated yesterday, especially after Salomon Brothers cut its earnings estimate for both this year and next year. Toys R Us fell 1% to \$23.4 on volume of over 1m shares. The other big player in the toy market, ChildWorld, which has been cutting prices and postponing paying bills to keep afloat, was also lower, down 3% to \$24.

Rollins Environmental Services fell 1% to \$12.4 on heavy trading after a number of analysts trimmed their profits forecasts following news of an unscheduled maintenance shutdown at Rollins' incinerator in Texas. The shutdown is likely to last 10 to 11 days, but the company would not estimate the cost of the halt to operations.

CBS maintained its upward momentum on news of the planned buy-in of stock, rising another 3% to \$178.4.

ASIA PACIFIC

Hopes of lower rates push bonds and Nikkei higher

Tokyo

SHARE PRICES accelerated their upward trend yesterday, in sympathy with the continuing rally in the bond market and the sharp rise on Wall Street. The Nikkei average climbed 645.56, or 2.7 per cent, to 24,642.97, advancing for the seventh consecutive session and closing at the day's high, writes Emiko Terazono in Tokyo.

After opening at the session's low of 24,086.29, equities were mixed on morning profit-taking but moved up sharply on arbitrage-related buying in the afternoon.

Gains led declines by 761 to 221, with 140 issues unchanged. The Topix index of all first section stocks finished 34.48 higher at 1,813.98, but in London the ISE/Nikkei 50 index shed 4.02 to 1,375.86.

Volume again totalled 600m shares, traders noting considerable demand from investment funds and a few buying orders from other financial institutions. Mr Shin Tokoi at County NatWest said trust banks and other institutional investors were putting in buying orders for large interest rate-sensitive issues. But he added that the rise in equity prices was too fast, and that some investors were waiting on the sidelines for a drop.

Bond yields fell on expectations of an interest rate cut in the near future, although Mr Yasushi Mieno, central bank governor, has insisted again this week that there would be no change in monetary policy.

Among large-capital stocks, Nippon Steel rose for the seventh day in a row, gaining Y22 to Y468 and accounting for almost 9 per cent of total volume. Other steels were also strong, with Kobe Steel up Y18 to Y509 and Kawasaki Steel adding Y24 to Y454.

Mazda Motor forged ahead by its daily limit of Y100 to Y678. The company announced that it had developed a hydrogen engine, and was favoured by investors on the environmental theme.

Soviet-related shares continued their advance, with traders Marubeni up Y11 to Y734 and Cofco Y11 to Y786. Nissan Diesel, a truck and bus manufacturer, appreciated Y42 to Y670.

Honshu Paper, the popular speculative stock, put on Y90 to Y2,300. It had gyrated wildly last week on news that a Singapore investor, Mr Oei Hong Leong, had bought options worth 33 per cent of its outstanding shares. News reports identified the 35 investors who

closing 3.9 off at 1,319.7 on volume up from A\$134m to A\$139m. Adelaide Steamship caught another severe chill and dropped 15 cents to 35 cents, a 1990 low and down from A\$6.30 seen at the start of the year. Adsteam announced a restructuring plan on Wednesday.

Against the trend, News Corp improved 16 cents to A\$6.30, following the overnight rise on Wall Street and the easing of US interest rates.

MANILA saw the first big bout of profit-taking in oil shares after their rise on last week's oil find. Oriental Petroleum & Minerals fell 0.0125 peso to 0.06 peso and the oil index lost 0.059 to 10.219.

However, commercial and industrial issues took the strain and the composite index gained 11.89 to 697.57. Turnover expanded from 237.5m pesos to 288.1m.

SEOUL fell for the third consecutive session as the prime ministers of North and South Korea ended their third round of talks yesterday, apparently as far apart as when they started.

The composite index receded 11.69 to 712.52 amid turnover down from Won 242m to Won176m. Share prices began to recover from mid-afternoon as the stock market stabilisation fund and investment trusts stepped in as active buyers until the close.

SINGAPORE rallied but failed to stay above the 1,200 level on the Straits Times Industrial Index - ahead 17 points at one stage before closing 10.46 up at 1,195.15 following profit-taking in the afternoon. Denies said some of the buying looked artificial, suspecting year-end window dressing by fund managers.

HONG KONG worried about the ongoing war of words with China on the financing of its new airport complex, about rumours of a large rights offer and stories that Hongkong and Shanghai Banking plans to move its domicile. The bank declined 10 cents to HK\$4.655 and the Hang Seng Index to 10,687 to 3,150.12.

TAIWAN staged a minor technical rebound after Wednesday's 5.6 per cent drop, the weighted index rising 37.12 to 4,372.38.

AUSTRALIA eased on the country's rising unemployment, the All Ordinaries index

EUROPE

Profit-taking hits bourses as volume rises

MANY BOURSES surrendered to profit-taking on improved volume, writes Our Markets Staff.

FRANKFURT breached the 1,520 resistance level on the DAX index with an intraday high of 1,534.73, but lost it on profit-taking. The DAX closed a mere 0.56 higher at 1,517.80 after a 3.25 rise to 1,531.21 in the FAZ at mid-session. Volume rose to DM5.0m from DM5.6m.

Strategists liked the outcome of yesterday's Bundesbank meeting, including unchanged monetary growth and interest rates. "The 4-6 per cent money supply growth target allows the Bundesbank some flexibility," said Mr Matthias Weidlich of Merck Finck in Düsseldorf.

RWE fell DM15 to DM420 after announcing a proposed acquisition of Vista Chemical of the US. Some analysts did not understand why RWE wanted a deeper involvement in chemicals, why it should be willing to pay \$57 a share for a company which recently stood at \$38, and why it should stretch itself in this way when it is involved in massive East German electricity projects.

The lagged Bavarian banks, Bayernhypothek and Bayernverein,

caught up a little with the sector as they rose DM6 to DM323, and DM450 to DM350.50 respectively.

PARIS gave up early gains. The CAC 40 index rose as high as 1,681.79 before closing 8.45 down at 1,659.4 in volume estimated at about FF72bn.

About FF72bn was accounted for by a block trade of 0.3 per cent of the capital in the construction company SAE, reviving takeover speculation. The stock closed FF30 higher at FF1,210.

There were sharp declines in three heavyweight stocks in considerable volume. Peugeot lost FF22 to FF320 after its chairman, Mr Jacques Calvet, said that he was less optimistic about the company's 1990 results than in October, when he forecast net attributable profit approaching 1989's FF10.3bn. Lafarge Coppée, the cement producer, fell FF23.4 to FF337 and Saint Gobain dropped FF16 to FF288.

MILAN met the market's expectations and rose on the first day of the January trading account on moderate demand for blue chips. News late yesterday that a bill abolishing jobbing floor traders

and merging them into broader groups called SIMs had finally become law was thought likely to boost prices today though the law could still take another two years to become fully operational. The Comit index rose 12.47 to 547.28.

Acqua Marcia, a diversified real-estate and construction holding company, closed L30 or eight per cent higher at L570 after a brief suspension because of excessive gains, on persistent speculation that it was close to selling two subsidiaries. After the market closed, the company said that it was in talks with an unnamed French group to sell stakes in two of its subsidiaries, Bestog and Galleria Colonna.

ZURICH saw CS Holding drop SP76 to SP1,585 following Wednesday's Swiss Federal Court ruling that the group must hold sufficient capital to back the assets of all group companies, implying the possibility of a substantial capital raising operation. The Credit Suisse index rose 1.8 to 690.7.

MADRID finished mixed in active trading after a strong start on expectations that November inflation data would show a drop. But a 0.1 per cent

fall on the month, bringing the year-on-year inflation rate to 6.7 per cent, failed to inspire further buying. There was heavy volume in the utilities sector with close to 5m Penosa changing hands. The general index closed 0.3 higher at 241.37 in volume of P181bn after P161.4bn.

STOCKHOLM closed higher in moderate volume. The Aftersviken general index closed at 43 higher at 902.3 in turnover of SK253m.

The forestry industry continued to feature and the sector index added 1.3 per cent. MoDo free B shares rose another SK10 to SK120 and SCA free B's reversed a recent drop to close SK1 higher at SK32.

AMSTERDAM came off the day's highs but still closed with a gain. The CBS Tendency index reached 98.1 soon after the opening but eased back to close at 97.8, up 0.3 on the day. Volume jumped to F1 626.4m, which was more than double the slender daily volume of around F130m which has been common since the Gulf crisis started.

The chemical sector continued to advance, with Akzo adding F13 to F178.30, its highest level of the day. DSM added F1.50 to F189.50. Rodamco, in which stunned the market late September by deciding not to buy in its shares any longer, added F13 to F156.10 on rumours that ABP, the civil servants pension fund, was interested in buying a stake. Both companies issued denials.

Philips closed 40 cents higher at F1 21.40 on hopes that it would resume paying an interim dividend by December 1991.

COPENHAGEN's continuing political uncertainty left the index only 0.55 higher at 323.90 yesterday. It had made a new low for the year on Wednesday, before that evening's indecisive general election result.

OSLO took its cue from foreign markets and the all share index rose 7.20 to 461.52.

GOLD shares eased further but other sectors were buoyed up by modest demand in a thin market. The all-gold index fell 37 to 1,141 but the industrial index lost only 2 to 2,995 after rising to 3,006 earlier. The all-share index slipped 9 to 2,685.

SOUTH AFRICA

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Gulf fears curb European volume

Antonia Sharpe details the alarming slump in continental activity

NOVEMBER turned into a broker's nightmare as persistent uncertainty about developments in the Gulf kept investors firmly on the sidelines, resulting in a severe contraction in trading volume across Europe.

The slump in activity in continental equities has alarmed many banks and securities houses, which had counted on a rise in income from their expanding European divisions to offset a drop in revenue from their once-lucrative Japanese operations.

While there were signs of a small improvement in turnover towards the close of last month on hopes of a peaceful settlement on Kuwait and a subsequent softening in crude oil prices, levels were still noticeably low compared to the same time last year, when sentiment had been soured by the mini-crash of October 1989.

Mr James Cornish of County NatWest, who compiles the monthly figures, says: "Futures traders are sitting on large quantities of cash and are unwilling to do anything until they know

EUROPEAN EQUITIES TURNOVER

Source	Aug 1990	Sep 1990	Oct 1990	Nov 1990	US \$bn
Belgium	43.9	23.8	28.0	24.0	0.77
France	115.4	63.38	82.0	74.8	14.73
Germany	142.8	81.6	95.6	90.2	60.13
Italy	20,040	10,845	12,248	8,198	7.27
Netherlands	17.9	11.2	10.9	10.4	8.10
Denmark	818	370	449	481.0	4.88
Switzerland	10.1	10.1	12.4	8.10	7.12
UK	28.8	21.1	20.7	25.0	46.45

Volume in parentheses above number of lines of stock. Source: County NatWest Woodman.

what will happen in the Gulf."

In Germany, for example, volume slipped from October's DM95.6bn to DM90.2bn in November, and was well below the year-ago level of DM110.9bn when euphoria about the breaking down of the Berlin Wall had not quite filtered through to bourse activity. The frenzied scramble for German equities took off the following month, when turnover jumped to DM157.1bn and peaked in January when it hit a record DM224.4bn.

The main casualty in

November was Italy, which was afflicted by domestic ill. A new capital gains tax on profits from share dealings scared off domestic investors who were unwilling to declare their profits. Furthermore, the government's planned administration of the levy received a hostile reception from the stockbroking community, which felt that it would become an unpaid tax collector. The delay in passing long-awaited stock market reforms, prompted a series of strikes by

floor traders which crippled bourse activity and led to a flight of business to London.

Spain was the only European market which showed an improvement on the month, with turnover rising to Pta468bn in November from October's Pta440bn. Mr Stephen Hughes at Nikko Securities says domestic and international investors have been returning to the stock market, attracted by the cheapness of blue chips and better prospects for the domestic economy.

Switzerland continued to languish as disappointment over interest rates and a strong Swiss franc kept investors away. Bank Julius Bar said in its latest report that while the Swiss market had largely discounted a European recession in 1991, low unemployment figures and currency translation difficulties left little room for earnings per share improvements or lower interest rates.

The Swiss franc probably has to lose some of its lustre before international investors return to this forgotten market," the report said.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWestWood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY DECEMBER 12 1990										TUESDAY DECEMBER 11 1990										DOLLAR INDEX	
	US Dollar Index	Day's Change %	Pound Sterling	Yen Index	DM Index	Local Currency Index	US Dollar Index	Pound Sterling	Yen Index	Local Currency Index	1990 High	1990 Low	Year ago (approx)									
Figures in parentheses show number of lines of stock																						
Australia (75)	121.55	+0.4	82.78	101.37	83.48	105.45	+0.3	7.39	127.14	92.60	101.12	98.21	106.11	118.98	146.63							
Austria (10)	210.49	-1.5	180.33	175.44	161.80	161.80	-1.1	1.89	213.67	183.33	178.26	164.41	183.90	285.83	378.57							
Belgium (60)	138.82	-0.7	106.72	115.32	106.55	104.77	-0.3	6.48	139.88	106.68	116.48	107.38	106.14	189.02	150.39							
Canada (120)	123.75	+0.3	92.65	102.12	92.74	102.00	+0.4	3.68	122.34	92.60	107.95	92.55	102.77	121.24	152.60							
Denmark (55)	242.53	-0.8	184.98	202.14	186.43	187.81	-0.5	1.80	244.38	186.81	203.88	188.04	188.54	277.22	234.05							
Finland (25)	105.20	-1.4	80.29	87.68	80.87	78.73	-1.1	3.87	106.85	81.53	89.03	82.06	78.85	152.29	95.91							
France (122)	144.00	-0.1	106.82	120.01	110.28	113.45	-0.1	3.67	144.09	110.15	120.27	110.88	113.98	168.85	124.98							
Germany (91)	122.72	+1.6	93.85	102.30	94.53	94.33	+1.7	2.41	120.63	92.14	100.82	92.74	92.74	101.38	111.43							
Hong Kong (48)	122.74	+0.3	97.22	106.30	94.22	97.75	+0.3	5.24	127.17	97.21	106.15	97.86	127.35	147.40	112.24							
Ireland (16)	158.25	+1.1	120.68	131.88	127.53	123.83	+1.1	4.19	156.58	119.70	130.70	120.45	122.47	186.57	136.04							
Italy (51)	82.14	-0.2	62.84	68.48	62.14	68.40	-0.2	3.60	82.27	62.89	68.87	63.30	68.52	109.26	78.73							
Japan (433)	190.85	+0.5	92.78	102.03	102.02	101.05	+0.4	0.78	190.15	92.49	102.94	100.16	102.64	197.23	105.58							
Malaysia (36)	204.85	+0.0	158.08	170.56	157.31	151.26	-0.1	3.18	204.53	156.44	170.62	157.49	212.49	250.89	182.89							
Mexico (12)	604.01	-0.4	480.64	503.41	484.28	1941.55	-0.6	0.35	606.39	483.54	506.16	489.59	1953.20	613.98	324.63							
Netherlands (41)	134.75	-0.2	102.77	112.31	103.55	102.56	-0.3	5.24	135.00	103.20	112.69	103.88	102.84	149.03	127.96							
New Zealand (16)	45.74	-1.7	34.88	38.12	35.16	40.40	-1.3	6.46	45.54	35.55	35.55	35.51	40.54	45.74	71.74							
Norway (27)	110.15	+0.0	108.25	118.25	118.25	118.25	-1.9	1.87	214.49	183.98	178.04	183.98	183.97	278.79	182.97							
Singapore (25)	161.98	+0.5	123.53	135.00	124.51	127.87	+0.5	3.45	161.17	123.20	134.83	124.01	127.23	209.24	147.24							
South Africa (60)	179.57	-1.1	136.95	149.66	136.03	135.29	-0.4	4.09	181.52	136.76	151.51	139.67	136.10	251.99	151.50							
Spain (42)	153.40	+0.4	119.99	127.85	117.91	108.70	+0.4	5.05	152.77	116.78	127.52	117.55	109.25	182.55	128.04							
Sweden (27)	166.78	-0.2	127.17	138.28	128.18	137.44	-0.4	2.99	166.78	128.18	137.44	128.18	128.18	137.44	128.18							
Switzerland (88)	92.38	+0.5	70.44	76.56	71.70	72.41	+0.3	2.91	91.54	70.28	76.75	70.75	72.19	161.58	91.14							
United Kingdom (296)	167.83	-0.2	127.99	139.80	128.99	127.99	-0.4	8.46	168.11	128.51	140.31	128.51	128.51	176.18	154.85							
USA (533)	130.37	+1.1	101.71	111.18	102.52	103.37	+1.1	3.71	131.90	100.83	110.10	101.50	131.90	149.95	119.08							
Europe (160)	140.83	+0.2	107.18	117.13	108.03	107.98	+1.0	4.31	140.80	107.26	117.11	107.98	107.98	124.91	138.32							
Nordic (12)	133.18	-1.5	103.18	148.32	104.31	103.78	-1.3	2.27	133.17	103.43	103.43	103.43	103.43	223.29	170.59							
Pacific Basin (861)	130.03	+0.5	92.17	108.27	92.95	103.17	+0.4	1.77	129.35	92.88	107.95	92.88	107.95	107.82	182.90							
Europe-Pacific (1611)	134.68	+0.4	102.70	112.23	103.51	109.49	+0.2	2.51	134.17	102.58	111.89	103.23	109.22	174.18	116.03							
North America (100)	133.06	+1.1	101.48	110.91	102.30	131.76	+1.1	3.71	131.66	100.84	108.91	101.32	103.37	118.26	140.31							
Pacific Ex. UK (862)	129.67	+0.4	94.10	102.92	94.32	94.14	+0.4	3.47	122.99	93.99	102.06	94.63	95.78	146.22	109.04							
Pacific Ex. Japan (198)	119.63	+0.3	91.24	99.73	91.97	90.54	+0.3	6.19	118.92	91.21	98.61	91.82	95.77	145.72	110.25							
World Ex. US (1603)	130.16	+0.7	96.27	106.70	97.09	100.23	+0.7	1.18	130.75	96.19	107.95	96.19	97.95	127.19	114.17							
World Ex. Japan (160)	130.16	+0.7	96.27	106.70	97.09	100.23	+0.7	2.64	122.28	96.80	107.99	96.46	115.85	162.00	111.53							
World Ex. So. Af. (227)	133.20	+0.8	101.00	111.00	102.41	117.35	+0.5	2.95	132.40	101.21	110.83	101.89	116.72	161.84	158.84							
World Ex. Japan (1883)	136.20	+0.8	103.03	113.93	111.74	121.82	+0.8	4.04	133.33	103.45	112.98	104.15	121.19	155.95	124.51							
World Index (2336)	133.51	+0.6	101.82	111.22	102.68	117.46	+0.5	2.96	132.70	101.44	110.77	102.11	116.86	162.05	118.33							



Friday December 14 1990

● The country has no national parks. Now four are suggested Page 4

● How the electricity industry is preparing for privatisation Page 6

## SECTION III



Conservatives hope that Mrs Thatcher's resignation will lead to a revival in the party's Scottish

fortunes. But Mr Ian Lang, the new Scottish Secretary, is under pressure on the economic front and also faces demands for a Scottish parliament, writes James Buxton

## Tory sighs of relief

THERE HAS been a palpable lightening of the mood in Scotland since Mrs Margaret Thatcher resigned as prime minister last month.

The opponents of Thatcherism are delighted at the departure of an old adversary and even claim some credit for bringing about her downfall. Redoubt sympathisers with the Conservatives no longer feel they have to conceal their allegiance to the party of Mrs Thatcher, and hope there could at last be a revival in its fortunes.

One beneficiary of the new mood should be Mr Ian Lang, whom Mr John Major appointed to be Secretary of State for Scotland, replacing Mr Malcolm Rifkind who became Transport Secretary. The delight evident on Mr Lang's face ever since he took office probably reflects not only his satisfaction at securing one of the pinnacles of Scottish life, but also the easing of the political situation in Scotland.

Whereas Mrs Thatcher aroused a wide gamut of emotions in England, the commonest feeling towards her among the Scots was one of dislike verging on detestation. In theory, Scots might have warmed to her because of her ascent from humble origins, her approval of thrift and her wish for efficiency. But as the years of her rule multiplied, they increasingly found her overbearing and saw her as an example of the worst kind of English arrogance, feelings fuelled by suspicion of a powerful woman in a male-dominated society.

Scottish antagonism to Mrs Thatcher was intensified by her apparently uncaring attitude to the industrial closures and high unemployment which marked the early part of her term in office. When her reaction to the loss of more than half the Conservatives' Scottish seats in the 1987 general election was to introduce even more Thatcherite policies, some people's feelings turned to hatred.

There is little doubt that she helped fuel an already growing revival of a sense of Scotland's separate identity and that she generated anti-English sentiment. Although there have long been underlying desires among many Scots for indepen-



Ian Lang: blunts opponents' assaults with charm

dence or for a separate Scottish parliament, she made them stronger.

Much of this hatred was irrational. Professor Rose Harper, who for a time was president of the Scottish Conservative Association, used to tell how he was talking with a hospital matron when she tried to make a telephone call. Finding the instrument out of order, she said: "That's Thatcher's fault."

More seriously the anti-Thatcher sentiment made Scots discount or disbelieve the positive changes which took place under her government. Living standards have risen impressively for most Scots, who borrow less than the English and now have one of the highest levels of disposable income in Britain. They are now more likely than they were a decade ago to set up their own businesses and own their own homes.

Formerly grimy places such as Glasgow are now acclaimed throughout Britain for their quality of life (at least in some parts) and their cultural achievements - both due in some measure to government funding.

The departure from the scene of Mrs Thatcher could make people in Scotland look at what is happening in their country more dispassionately. Politicians from the opposition parties may now have to state

more clearly what they are for rather than what they are against. Professor Christopher Simon, the Scottish economic historian, has said that the Scots made Mrs Thatcher into their scapegoat, an external explanation for their failures. That alibi may no longer be available.

Although the Scottish Conservatives denied it in public, they admitted in private that Mrs Thatcher had long been a grave liability to them. It was said by some that Mr Rifkind's Scottish Office team was a like an aircraft "flying on auto-pilot following a set of waypoints laid in by Downing Street."

There was some truth in that, although it deviated from Rifkind's genuine attempts to wean the Scots stealthily out of their habits of dependency, such as his initiatives in housing. He was more subtle than Mr Michael Forsyth, his junior minister, an ardent Thatcherite who successfully shook up Scottish education and tackled the health service unions but was a disastrous chairman of the Scottish Conservative party.

Now it is Mr Lang who can for the moment savour the Conservatives' revived popularity, as evidenced in the opinion polls and by the only marginal fall in their share of the vote in the recent Paisley by-elections. The Scottish Conser-

vatives have begun to distance themselves from the Thatcher era. Shortly after taking office Mr Lang admitted: "In the past some areas of policy have not come under the open and relaxed scrutiny necessary."

However, there may be a limit to how much the Conservatives can discreetly use Mrs Thatcher as a scapegoat for the more unfortunate of their policies. Mr Lang, who had an unexciting career as Scottish Office minister of state under Mr Rifkind, now has to deal with the consequences of several policy initiatives with which he was closely involved.

The pressure is likely to build up on the economic front. Although unemployment in Scotland was still falling in October, the economy is set on a course likely to lead to recession, ending a period of expansion that was much briefer than that in England. The Conservatives have still not fully weaned Scotland off the notion that government can prevent

or cushion the shock of plant closures.

Nowhere is that more true than in the steel industry where British Steel is due to close the hot strip mill at its Ravenscraig plant at Motherwell next April with the loss of 770 jobs, while its nearby Clydesdale tube works is to shut early in the new year with the loss of 1,200 jobs. Having privatised British Steel, the government is in no position to intervene. But Mr Rifkind commissioned via the Scottish Development Agency a consultants' report on the future prospects for the Scottish steel industry whose preliminary conclusions will shortly be landing on Mr Lang's desk and provoking calls for action.

Consumption in Scotland of steel from Ravenscraig is a tiny proportion of its output but the ramifications of the ending of steelmaking in Scotland (which now looks likely within about four years) would be much more serious than

that of most other industrial plants. It would harm businesses such as the railways and damage the economy of the whole of north Lanarkshire, where the consideration of a contingency plan for the ending of the steelmaking was until very recently regarded as defeatist.

The consequences of the run-down of the steel industry will be one of the first issues facing Scottish Enterprise, the unwieldy-looking organisation which the government is creating by merging the Scottish Development Agency with the Training Agency. The new body, which will handle both economic development and training, will operate through a set of local enterprise companies directed by boards led by private sector people.

Tremendous disruption and no little personal grief have heralded the arrival of Scottish Enterprise which is intended to provide a better trained labour force for the 1990s as well as subtly to privatise much of the SDA, never greatly liked by the Conservatives. But the government is having to cut in real terms next year's funding allocation to Scottish Enterprise because of the general tightness on spending and the need to allocate more money to local authorities to keep down next year's community charge, and this will disillusion the businessmen enlisted to direct the local enterprise companies.

The review of the community charge now planned by the government will be, if anything, more awkward in Scotland than in England. The poll tax was introduced in Scotland a year earlier than in England and ministers such as Mr Lang, as well as Mr Rifkind, gave years of their lives to justifying it. Councils in Scotland, the majority of which are Labour-controlled, were much slower than their counterparts in England in beginning to chase up non-payers, so that several now face financial difficulties because of non-payment. Indeed, the most recent poll tax demonstration in Scotland was mounted by Conservatives against non-payment.

Finally Mr Lang, whose ability to blunt with charm the assaults of his opponents is legendary, will have to confront the Scottish Constitu-

## IN THIS SURVEY

Economy: downturn spreads over the border MAP, KEY FACTS Page 2

Farming: struggle gets tougher Relocation and inward investment: the single-door approach Page 3

The environment call for four national parks Transport infrastructure: missing links to Europe Page 4

Offshore oil industry: granite city is buoyant again Whisky: marketing is good for you Page 5

Electricity privatisation: Power and Hydro-Electric impress analysts Steel industry: the writing on the wall Highlands: a renaissance in parts Page 6

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## EUROPEAN INTEGRATION

## Momentum for change

THE DRAMATIC eruption of the European issue into Westminster politics in recent weeks has been viewed with wry amusement in Scotland, where a fierce debate has been raging for some time about how best to respond to growing unification of the EC.

This has mainly been in response to the Scottish National Party's adoption of a policy of pursuing "independence within Europe". What exactly that means is still a matter for disagreement within the SNP itself, but there is no doubt that the slogan has helped the nationalists to shake off the "separatist" label with which they have long been tagged.

Opponents say current policies emanating from Brussels scarcely square with SNP aims of preserving the Scottish steel industry at Ravenscraig, preventing foreign takeovers of Scottish companies and securing more North Sea fishing rights.

The nationalists argue that such objectives can best be secured by an independent nation, which could take its full place in the councils of Europe.

The Labour party points out that the EC would be most unlikely to welcome the break-up of the UK, given the regional and separatist tensions within other member states such as Spain and Italy.

However, Labour also believes its promised Scottish parliament would force direct links with Brussels, building on the example of the German *Länder*. The party is moving towards endorsing a Europe of the regions, under which the power of the centre would be counterbalanced by devolving control to regional and old national centres.

There is general consensus about the importance of Europe to the Scottish economy. Mr Hamish Morrison, of the Scottish Financial Development and Industry, says that 60 per cent of Scotland's manufactured exports now goes to EC countries, compared with only 20 per cent 15 years ago. Scots have long been used to

being part of a bigger entity, according to Mr Morrison, and have become adept at playing that sort of game. Accordingly, they have a different attitude of mind towards loss of sovereignty. "A lot of people in the south-east of England get their livelihood from the fact that it is a big centre. It is not surprising that people there worry about London's loss of sovereignty."

That is not to suggest that Scots are indifferent about Britain's fate in Europe. Mr Morrison says: "There is absolute horror here at the idea

Mr Provan is bullish about the implications of joining the Exchange Rate Mechanism and beyond that full monetary union, which he says would lead American and other overseas investors to increase the European weighting of their portfolios.

He says Scottish financial institutions would be well placed to cash in on their long-established reputation for probity and be able to take a long-term view of investment opportunities, well away from the hothouse atmosphere and frenzied trading of the City of

London. Beneath this widespread enthusiasm for Europe there lurks considerable unease about the dangers of being left out on the periphery of the single market.

Scotland's road links to the south are generally held to be inadequate and there is little enthusiasm for a national rail policy which has so far proved incapable of providing a high-speed rail link between the Channel Tunnel and London. Far less points north. All sections of business also agree that Scotland needs improved direct air links with the Continent.

One voice that has contributed very little to the debate about Scotland's role in Europe is that of the Conservative party, which controls the Scottish Office in spite of having only 10 out of Scotland's 72 MPs. The Tories have confined themselves to attacking the cost of Labour's plans for a Scottish parliament and deplored the SNP's plans to break up the UK.

The Confederation of British Industry in Scotland has also made little contribution to the public debate, even though the Scottish Constitutional Convention, backed by the Labour party, Liberal Democrats and Greens, has proposed that a Scottish parliament should

have extensive revenue-raising powers and interventionist powers over industry.

The lack of comment from the Tories and the CBI seems to be based on the assumption that all this talk of a Scottish parliament taking its place in Europe will come to naught. They might be right: the Labour Party certainly faces considerable obstacles - not just in winning a majority at the next election, but then in securing the backing for a Scottish parliament from their own MPs in the north of England.

Nonetheless, the momentum for radical change in the Scottish political system seems to be unstoppable - and has been increased by the prospect of a more united Europe. Over 80 per cent of Scots now tell opinion pollsters that they support either devolution or outright independence, with only 15 per cent supporting the status quo.

The one move that could transform the Scottish - and perhaps the British - political landscape would be if the Tories were to play the devolution card again. After all, Mr Ian Lang, the new Scottish Secretary, was a devolutionist in the 1970s - as was his predecessor, Mr Malcolm Rifkind.

The price that the Tories would exact for granting an assembly would be a reduction in the number of Scottish seats in the House of Commons - a move which might mortally wound Labour's chances of ever achieving an overall majority at Westminster. The difference between now and the late 1970s is that there are many in the Labour Party in Scotland who would be prepared to pay that high price to secure a Scottish parliament, which could form direct links with Brussels.

It is more likely that the Tories will try to ignore the flowing tide of opinion in Scotland in the hope that it will ebb. They may be right, but if not, the Scottish storm when it breaks could rock Westminster just as much as last month's excitement over Europe.

Andrew Bolger

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## SCOTLAND 2

Changes of the past decade have left a more balanced economy, as

## Downturn spreads over the border

A BRIEF, relatively happy period for the Scottish economy is drawing to an end. Although unemployment in Scotland, now 7.9 per cent, is still falling, the recession affecting the southern half of Britain will soon, it is expected, spread to Scotland. That is very disappointing. The economy in Scotland began to expand only in late 1987, more than a year later than that of southern Britain. Now, although it is also slowing down later than the south, it is still having to suffer as a result of measures taken to deal with an overheating in the south which never reached Scotland.

Scotland began to enjoy the economic upturn later than places further south mainly because the oil price collapse in late 1985 and in 1986 had a severe effect on the offshore supply industry based around Aberdeen. The impact was felt by manufacturers in the central belt of Scotland who supplied offshore-related equipment.

When the upturn came, it was less powerful than further south. It was only in the first quarter of this year that the growth rate of manufacturing output in Scotland outstripped that of the UK as a whole, and the first time for five years; and the trend, which some people believe was illusory, was not repeated in the following

quarter's figures.

The recent upturn was probably not led by manufacturing. Over the past 10 years the Scottish economy has changed remarkably as the older heavy industries such as shipbuilding and coalmining have virtually disappeared, along with a number of ill-located manufacturing plants directed to Scotland by past governments.

Much of the growth has come from newer industries such as the electronics plants of the US and Japanese multinationals, although some engineering companies, notably Weir Group, have also done well. The whisky industry has been flourishing in the past two years with several mothballed distilleries reopening.

But the strongest expansion has probably come from service industries with the financial services institutions of Edinburgh and Glasgow becoming an increasingly significant employer and the tourism industry expanding. There has been an upsurge in commercial property investment, especially in Glasgow.

The increase in house prices began much later in Scotland than in the south, continued until a few months ago but never reached such ferocious proportions as elsewhere. Even with the effect of council house

sales the level of owner-occupation in Scotland is only 50 per cent (having risen from 38 per cent since 1979) and Scottish houses are still much less expensive than those in the south.

Scots as a result have much smaller mortgages than people in England and have been more prudent in their consumer borrowing. Some enjoy pay rates fixed in national pay bargaining related to the cost of living and levels of borrowing of the south of England. For these reasons Scots have higher net disposable income than people in other parts of Britain.

Recession has not yet hit Scotland. The retail and wholesale sectors are still relatively buoyant as consumer spending continues healthily. But manufacturing is already suffering from the downturn in orders and construction is depressed. The commercial property upsurge is fading even in Glasgow and projects are being delayed or cancelled in places such as Dundee. These trends are inevitable because Scotland is so closely integrated into the UK economy.

The first big industrial setbacks are now hitting Scotland. In October Exxon Chemical said it was postponing a scheme to build a 235m ethylene plant in Fife because it expected slower world growth in chemicals.

**KEY FACTS**  
Area ..... 33,639 square miles (32 per cent of UK)  
Population ..... 5.1m (8.9 per cent of UK)  
Gross Domestic Product ('88) £32.5bn (8 per cent of UK)  
GDP per capita ..... £6,387 (94 per cent of UK average)

**SECTORS**  
Agriculture, forestry and fishing ..... 2.9 per cent  
Energy and water supply ..... 5 per cent  
Manufacturing ..... 23.2 per cent  
Construction ..... 6.9 per cent  
Education and health ..... 10.8 per cent  
Transport ..... 8.2 per cent

**AVERAGE EARNINGS (1988)**  
Males ..... £233.30 (UK £245.80)  
Females ..... £152.20 (UK £164.20)

**UNEMPLOYMENT (October 1990 seasonally adjusted)**  
Males ..... 147,000 (10.2 per cent)  
Females ..... 50,900 (4.7 per cent)  
Total ..... 197,900 (7.9 per cent) [UK: 6 per cent]

**HOUSING**  
Average price (third quarter 1990) ..... £57,851 (UK £56,433) Source: Halifax Building Society

**EDUCATION**  
Pupil-teacher ratio (all schools) (1988) ..... 15.8 (UK 17.1)

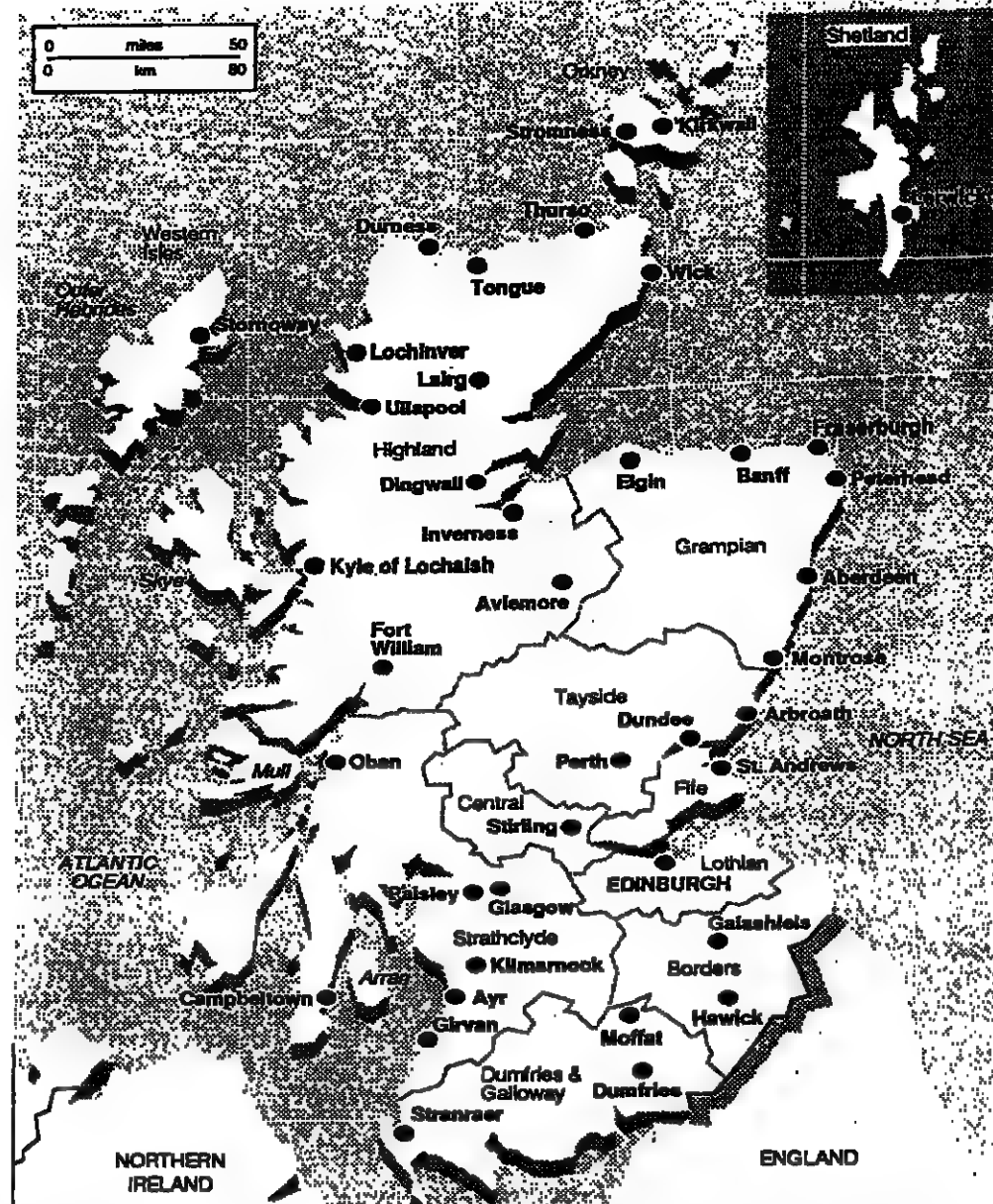
British Steel is closing its tube mill at Clydesdale near Motherwell with the loss of 1,200 jobs, to add to the 770 which will go when it closes the hot strip mill at its Ravenscraig complex. Howden, which makes tunnelling and power station equipment, recently closed its

heavy manufacturing operations at Renfrew near Glasgow. Alongside these developments have come a stream of smaller job losses in engineering companies and the textile industry. These will be finding their way into the unemployment statistics in the coming months.

Mr Brian Ashcroft of the Fraser of Allander Institute, the Scottish economic forecasting body, says that companies are being driven back to their domestic Scottish market which is not big enough to make up for the decline in the much bigger English one.

Only in Aberdeen and its surrounding area is there optimism. A new wave of offshore developments has got under way in the past year and a half, exploiting the reduction in costs stemming from the shake-out. Unemployment in Aberdeen, which almost touched 10 per cent in 1987, is now down to 3.6 per cent and some companies are facing shortages of labour.

The upturn in the offshore oil industry benefits companies in engineering and other sectors in areas such as the central belt: a good example is Weir Group of Glasgow where



orders from the oil industry for pumps are this year running two to three times ahead of projections.

All this reflects forces that were at work before the Gulf crisis broke and the oil price went up. If oil prices stay relatively high, companies could in due course invest part of the higher profits they have been making since August in further exploration and possibly bring forward some projects. However, they could be limited by capacity constraints.

Dr Jim Love, of the Fraser of Allander Institute, believes that if oil prices stabilised at \$35 a barrel or above, a new series of marginal oilfields would become viable, giving a further boost to the offshore

supply industry. The resulting increase in activity could have a helpful effect for the rest of the Scottish economy, just as the consequences of the 1986 oil price slump were so dire.

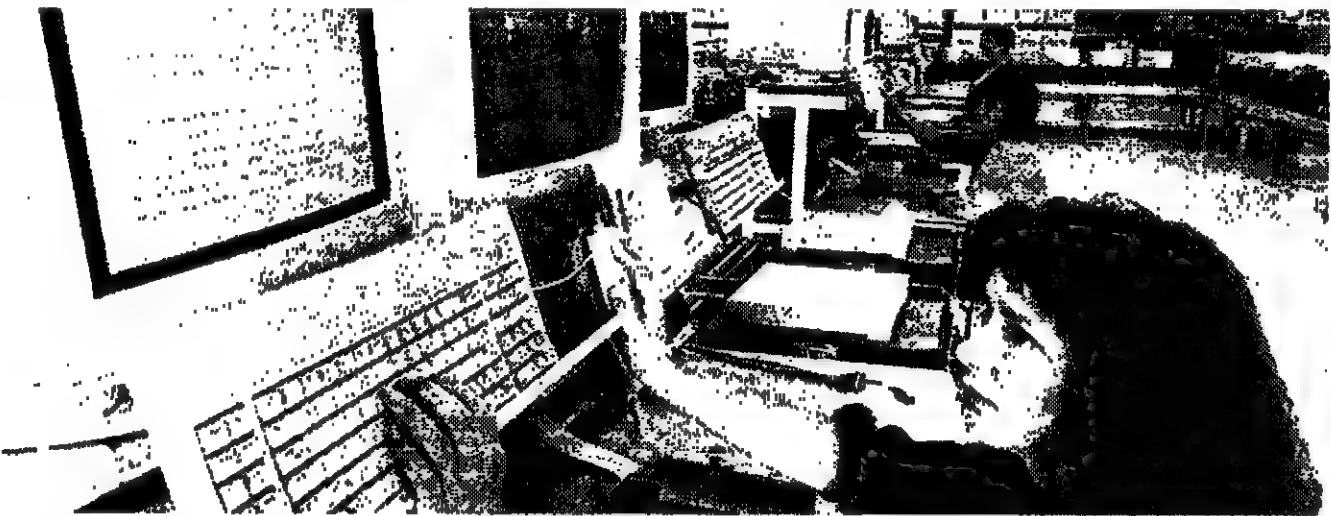
It would be easier to accept the forthcoming downturn if Scotland were going into it from a stronger base. There is little doubt that the changes of the past decade have left a more balanced economy with a foothold in several industries with good potential, such as electronics, financial services and tourism.

But unemployment at just under 8 per cent, though lower than it has been since 1981, is still the third highest in Britain, after Northern Ireland and the north of England. Yet

the Fraser of Allander's latest labour force survey showed that, although demand for labour is softening, companies are having to pay higher wages to meet the shortage of suitably qualified people, especially in the categories of technical and skilled manual workers.

All that adds up to a very big challenge for Scottish Enterprise, the new organisation which is being formed out of a merger of the Scottish Development Agency and the Training Agency, and will operate through a series of local enterprise companies all over Scotland. The creation of a better labour force for the 1990s is its priority.

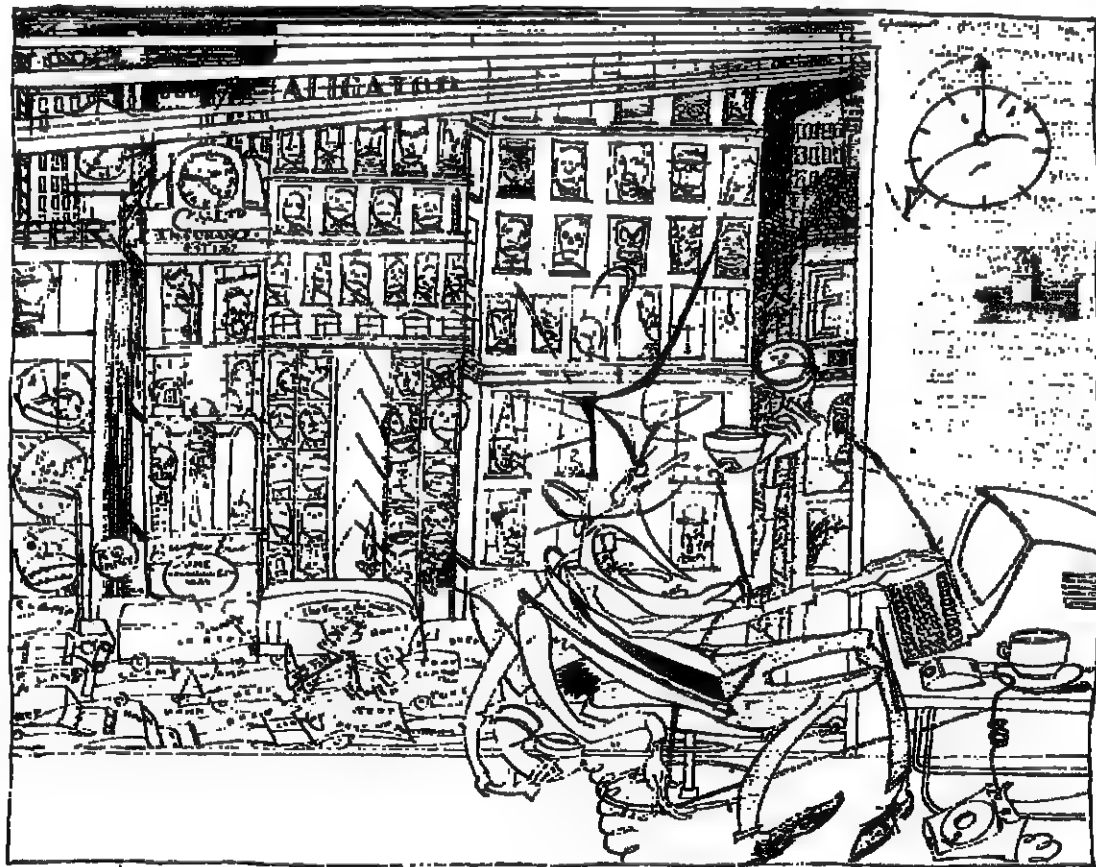
James Buxton



The assembly and initial system test station at Sun Microsystems, Linlithgow

"If it is good to have one foot in England, it is still better, or at least as good, to have the other out of it."

HENRY JAMES



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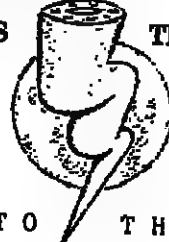
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Dr M. J. S. D.



James Buxton looks at an industry which is the principal economic activity in 90 per cent of the country

## Farmers' struggle gets tougher

FARMING IN Scotland has always been more of a struggle than in many other parts of Britain because of the often inhospitable terrain and the difficult climate. Now, with farm incomes being squeezed by the gradual reduction in price support, and the background of inflation and high interest rates, the struggle is becoming even tougher.

"Scottish farmers are facing the greatest changes since the war," says Mr Donald MacRae at Trustee Savings Bank (TSB) Scotland in Edinburgh. "There is a realisation that the link between government and the farming industry is now weaker than it has ever been and almost for the first time farmers are using words like 'competitive advantage', 'marketing' and 'image'."

Scottish farmers' output is worth about £1.5bn a year. Of that almost half comes from cattle and sheep. The remainder is made up of cereals, other arable crops such as potatoes, and other livestock farming such as dairy farming, pigs, poultry and fish farming.

Arable farmers are relatively cheerful at the moment after a harvest which saw some of the best yields of winter wheat, making barley and oilseed rape since 1984, in a year when English cereal farmers were hit by drought. But beef producers are suffering from a fall in prices of about 10 per cent due to a decline in demand caused by the BSE scare; lamb prices have also fallen.

"A farmer with 100 head of cattle for fattening will find his income of £100,000 down by £5,000 to £10,000 because of lower prices," says Mr Henry

Graham of the Clydesdale Bank. "Input prices are going up with inflation and the rise in the oil prices, which affects inputs such as diesel and fertiliser. Borrowing is expensive." Bank lending to Scottish farmers has been in decline since 1986.

Scottish farmers have seen little real growth in incomes since the mid-1970s. The reduction in farm price support began in 1986 and the Scottish farmers had already

prefix Scottish in front of the words beef, lamb and salmon signifies quality to the consumer. But these advantages are not fully exploited: the Scottish Development Agency has calculated that beef exports could be increased by £75m a year if the industry improved its quality control and presentation.

The SNFU is launching a series of initiatives to improve quality. "In the past the farmer

produced what he thought the consumer wanted. Now he is adapting his output to what the market tells him it wants, especially the big supermarkets"

"In the past, the farmer produced what he thought the consumer wanted. Now he is adapting his output to what the market tells him it wants, especially the big supermarkets"

confronted crisis with the very bad harvest of 1985. Now Scottish agriculture is having to make difficult choices.

As Mr Ian Ross, president of Scottish National Farmers Union, sees it, farming in Scotland requires a two-legged strategy. On the one hand, he points to a number of initiatives being taken by the SNFU to strengthen farmers in the healthy sectors of the industry. On the other hand, he talks of a number of schemes in existence or under consideration to help farmers in less promising sectors or areas of the country "so that we don't destroy the structure of the industry and risk the dilapidation of land and landscape."

Despite the problems of a volatile climate and distance from markets, Scotland has a comparative advantage in sectors such as beef and sheep, and in making barley. It also has the good fortune that the

produced what he thought the consumer wanted. Now he is adapting his output to what the market tells him it wants, especially the big supermarkets," says Mr Graham.

The SNFU's initiatives are quality guarantee schemes whereby producers can put a quality label on their produce provided they meet rigorously applied standards on their farms. A pig scheme is up and running; the first products of a farm assured lamb scheme will come through to the market next August and a beef scheme is to be launched in the next nine months.

However although the SNFU differs from the NFU in London (of which it is independent) in pursuing this policy rather than focusing on subsidies, Mr Ross, who farms near Stranraer in south-west Scotland, appears more preoccupied with measures to help the weaker members of

the farming community. "The EC's stabilisation policy of reducing support when output rises doesn't work," he says. "The farmer needs income to pay the wages and buy the inputs, and his response to falling support is to produce more."

The SNFU's policy is to campaign for enhanced set-aside arrangements for arable farmers. Scotland already has a disproportionate amount of set-aside in relation to its share of the UK's farming area: nearly 20,000 of the 110,000 hectares that have been set aside in the UK since 1987-88 are in Scotland.

Mr Ross says that set-aside, largely confined to marginal land, should be made more attractive to embrace better land, and topped up with financial incentives to encourage the farmer to turn the unfarmed land to environmentally attractive use - a kind of "countryside premium" so that the cereal farmer comes to see it as an acceptable alternative to farming.

For livestock farmers Mr Ross and the SNFU see the solution in giving farmers financial support for "extensification" - operating smaller flocks or herds on the same acreage. A small government-run pilot scheme is operating on a few farms and the SNFU is urging the Scottish Office to get EC approval for a wider scheme with more generous payments.

"It's an attractive idea for farmers who want to gear their businesses downwards - farmers in their 50s or 60s who don't have the capital to retire on, but can't really afford to go on," says Mr Ross. "It would

also be useful for a farmer who wanted to diversify into a tourist-based activity."

The SNFU argues that, as farming is the principal economic activity in 90 per cent of Scotland, it needs to be kept going in order to support basic rural services - transport, garages, shops, schools etc - which are needed to underpin the seasonal tourist industry to which more and more attention is being given.

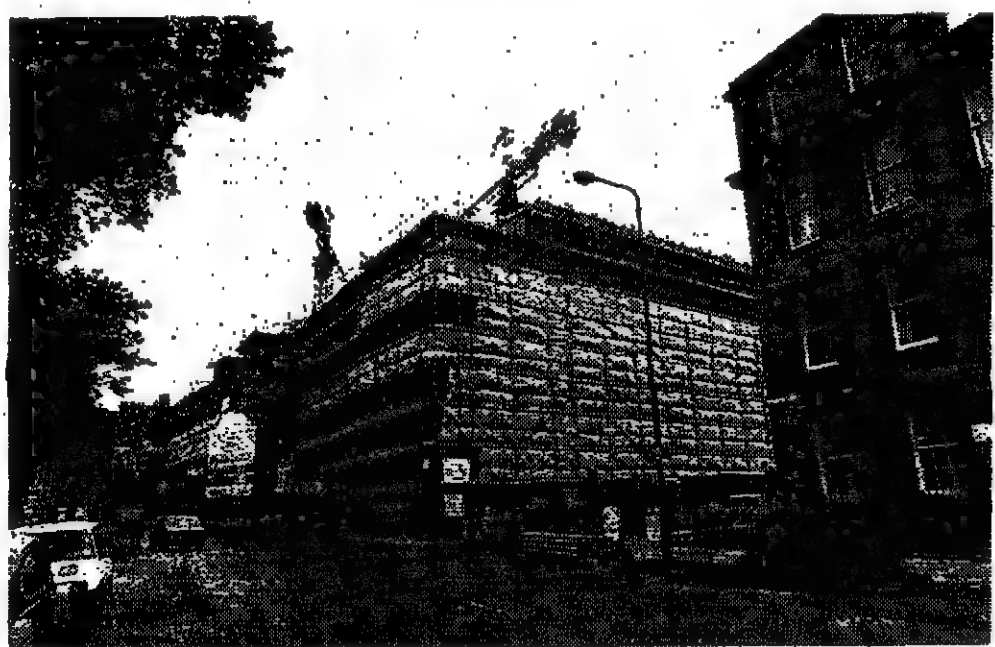
Though the TSB's Mr MacRae believes in market solutions where possible, he says there is not a market solution for everything. The salvation for marginal farmers lies in their role as guardians of the environment, he says: "A subsidy would be paid on the farmer, not on his head of livestock."

As Scottish farmers consider the impact of a breakdown of world trade talks on farm subsidies and other trade issues, Mr Ross is asked whether he thinks Scotland's agricultural output will be larger or smaller in a decade's time. "Scottish farmers could hold on and see some of their EC competitors - the very small farmers - go out of business. But the political implications in Germany and France are such that I can't see that happening. The total European food market will not expand and we will lose some of it to countries outside Europe as a result of the world trade talks. So the conclusion is that output will be lower in real terms in a decade."

In other words, despite the initiatives for the stronger sector, Scottish agriculture is a declining industry.



The Marine Harvest salmon farm on Loch Dulich



The new financial centre under construction in Castle Terrace, Edinburgh

### RELOCATION AND INWARD INVESTMENT

## Single-door approach

HUNDREDS OF senior British Petroleum staff and their families who recently moved from London to Glasgow appear to be a glowing advertisement for the benefits of relocating outside the crowded and expensive south-east of England.

A questionnaire found that almost all of them thought Scotland was very much better than they had been expecting - except for the climate.

Sir Robin Duthie of BP said his staff had been impressed by the ease of commuting and Glasgow's wealth of sporting and cultural activities, boosted this year by its role as Europe's cultural capital.

Although an apparent success, the BP story is not typical of relocation trends, because the oil company's motives were as much political as economic. The group's exploration division moved north after horse-trading which followed an outcry in Scotland caused by BP's takeover in 1986 of the Glasgow-based Britoil, the former state-controlled oil company.

More representative is the move of TSB Mortgages from Barnet in north London to Glasgow, creating 300 jobs. Financial companies have been tempted to relocate their "back-office", or data-processing, activities by the combination of Scotland's low rents with a ready supply of well-qualified staff.

The Scottish Development Agency says that a move from London to Glasgow would save a company £2m in rent on an office of 30,000 sq ft. Salary costs are 28 per cent lower and staff turnover rates in Glasgow are only 6 per cent a year, compared with an average of 23 per cent in the south-east and peaks of 35 per cent in London.

Indeed, the whole "quality of life" argument can be over-emphasised, according to Mr Edward Frizzell, director of Locate in Scotland, the inward investment arm of the SDA. He says: "It is one factor in a matrix, but far more important are questions of costs, supplies

and access to markets."

Economic and property factors also explain the differing fortunes of Scottish cities in the relocation stakes. Glasgow has benefited from a ready supply of large, modern offices, but Edinburgh has suffered from the after-effects of a planning policy that until recently blocked such developments.

The revival of the oil industry has seen rents rise and the labour market tighten in the north-east of Scotland, so Aberdeen has scarcely figured in the race.

Mr Frizzell emphasises, however, that relocation within the UK will always be much less important than attracting investment to Scotland from overseas. He envisages about a dozen relocation cases a year, mainly in the financial sector. That compares with his agency's involvement last year in a total of 64 projects, bringing planned investment of some £850m and the intended creation or safeguarding of nearly 12,300 jobs.

US companies were responsible for two-thirds of the inward investment in Scotland last year, which is the main reason that Locate in Scotland has four offices in North America, Brussels, Tokyo, Hong Kong and Seoul.

One source of concern is that both relocation and the inward investment programmes will be affected next year by the SDA's transformation into Scottish Enterprise, which will see many of its functions devolved to local enterprise councils (LECs).

Mr Frizzell says this should not mean any structural change for Locate in Scotland, which will remain a core func-

tion of the new body and has been promised a similar scale of budget under the new system.

The director cites this as one reason that Locate in Scotland has not suffered the same sort of exodus of staff as other parts of the agency, although he concedes only time will tell how the relationship between the core functions of Scottish Enterprise and the LECs will work out.

Locate in Scotland was set up in 1981 to provide a "single door" for prospective investors in Scotland. Previously the situation had been very fragmented, with individual local authorities and new towns competing for investment.

Mr Frizzell is confident that the LECs will recognise the logic in keeping the attraction of investment at the centre, and not be tempted into competing for resources. In any case, individual LECs will be banned from seeking to attract inward investment, as were local authorities and new towns when Locate in Scotland was established.

"Ministers don't want to revert to fragmentation - the single-door approach has worked," Mr Frizzell says.

The other imponderable on the relocation front is the impact of recession. Obviously, if the pressure of high rents and scarce labour in the south-east starts to abate, so will the impetus for companies to move out.

Some academic research has also suggested that it can take a company up to six years to recoup all the costs of relocation, even in a cheaper environment. It seems likely that companies will be more prepared to take such a long-term view in a period of economic expansion, rather than retrenchment.

Mr Frizzell says: "We are keeping a close eye on the situation, but so far we have seen no reduction in interest."

Andrew Bolger

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## SCOTLAND 4

## THE ENVIRONMENT

## Call for four national parks

TWELVE MONTHS ago, the planting of conifers in the Cairnness and Sutherland peatlands and the rapid spread of fish farming in the lochs and around the coast were the lively environmental topics of the day in Scotland.

There were also worries about the possible extension of skiing in the Cairngorms into a sensitive area called Lurchers Gully and about overgrazing by sheep and red deer as well as fears that Nirex, the nuclear agency, might pick a Scottish site as a national repository for nuclear waste.

But it was the problems with fauna and flora, those that broadly speaking come under the remit of the Nature Conservancy Council in Great Britain with its sites of special scientific interest (SSSIs), which tended to grab the headlines.

These concerns remain. Fish farming, though generally welcomed by the local population in the Highlands and Islands owing to the number of jobs it creates, is frowned upon by the environmentally-conscious because of the unsightly cages and buoys which clutter up and deface some of Scotland's most stunning lochs. There is also the question of the pollution of the seabed because of the chemical feed and the effluent falling through the cages to the bottom of the sea.

The industry has grown rapidly in the past decade and now produces 15,000 tons of farmed fish, employing hundreds of people. Due to over-supply largely from Norwegian salmon producers, however, growth has slowed. Not so many fish farms are setting up; thus, the alarm bells are not ringing so loudly on this score.

Conifer planting in peatland is also less contentious. The tax concessions which led wealthy people, including TV stars, to indulge in blanket conifer planting in sensitive areas, have been largely removed. The pressure on the 400,000 hectares of peatland in Cairnness and Sutherland is correspondingly less. A more balanced forestry regime seems to be taking hold in Scotland.

These questions, however, have tended to be in the background in recent months by the publication of the Countryside Commission for Scotland's report called "The Mountain Areas of Scotland".

Just as the NCC is concerned with flora and fauna, and the geology of Scotland, the CCS, broadly speaking, looks after the physical landscape.

The central recommendation of its report - which considers land abuse, overuse, flaws in the system of land management and the fragility of the physical environment in some mountain areas - is that four national parks should be created in delicate areas which need protection. These would be the Cairngorms, Loch Lomond, Ben Nevis/Glen Goe/Black Mount and Wester Ross. These should have administrative systems based either on independent planning boards or joint local authority committees. In other words, the boards which run the parks would have planning control. The report estimates that it would cost £8m to run the parks a year.

Though these proposals may have shifted the focus of the environmental debate, the underlying issues remain the same.

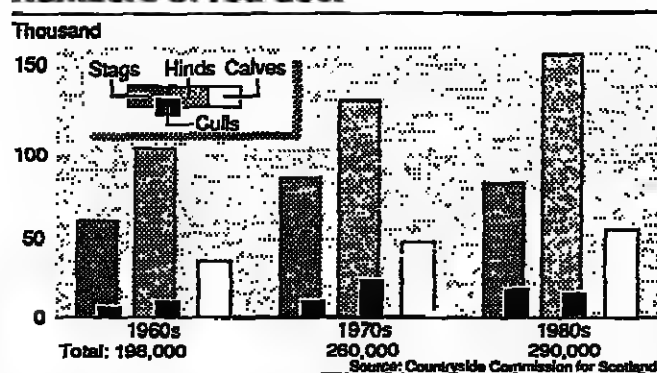
How do you protect and improve Scotland's rich heritage of landscape, seascape, flora and fauna, consistent with development, not just for the 350,000 people who live in remote Highlands and Islands areas and will presumably want to go on living there but also for the lowland Scots who want increasingly to take advantage of visiting their heritage? For example, Loch Lomond, an area of outstanding beauty, is close to Glasgow.

Half the land in Britain designated as SSSIs is in Scotland - some 730,000 hectares. The NCC looks after over 70 SSSIs and a number of national nature reserves. Some of these fall within national scenic areas which are the backbone of the CCS. Some 13 per cent of Scotland is designated as a national scenic area (23 per cent of the Highlands region).

Addressing this central issue of balancing conservation against development embraces a whole host of questions besides whether fish farming should be encouraged to help enhance local economies or whether conifers should be planted eventually to supply sleepers for railways.

Land use in Scotland has a complex background. The Jacobite rising of 1745 began the overthrow of the old social order in parts of the Highlands. New patterns of land holding, the spread of sheep farming, the clearances, emigration and the emergence of the Victorian sporting estate all generated deep emotions which reverberate in some parts of the Highlands to this day.

## Numbers of red deer



There is an impression that Scotland's land is divided between huge sporting estates, often badly managed for absentee landlords, and small unproductive tenanted crofts. This simplistic view may hold true in some remote parts of the Highlands, but the Scottish Landowners Federation has 4,000 members who between them own over 7m acres. This represents approximately 80 per cent of all privately owned land in Scotland. Most large landowners belong to the Federation but in numerical terms 35 per cent of ordinary members own 190 acres or less, while 64 per cent own up to approximately 350 acres.

These figures are for all of Scotland, not just the Highlands. The complicated system of land ownership and use can give rise to problems when environmental issues impinge.

On the one hand, there is the small landowner who wants to build a hotel, develop fishing rights or possibly even have a camp site. Or maybe a medium-size owner wants to develop a ski resort. The idea of thousands of tourists trooping into hitherto underdeveloped areas, with their litter and transients makes conservationists shudder.

Beyond all this is an obscure law of trespass, which makes the whole question of access complex. Scotland's law of trespass provides no penalty for the simple act of trespass itself. Damage or nuisance must first be proved and repeated trespass by the same person or persons can only be prevented by the owner or occupier applying to the courts for an interdict.

With this confusing mosaic, it is hardly surprising that it is difficult to discern who is on whose side. In the Glen Feshie estate track case for example, the CCS was apparently a main proponent, while the NCC took the side of the estate.

The NCC is due to be hived off from the English and Welsh NCCs in April next year. A year after that in 1992 the NCC and CCS are due to be merged into one body called Scottish Natural Heritage. This streamlining should help clarify the issues, if nothing else.

In the meantime, the CCS is promoting and explaining its view that national parks are the best way forward in the environmental struggle. There was very broad consultation in drawing up the document and extensive discussion since it appeared a few months ago.

Everyone seems to agree that the analysis of the problems is first-class. But some groups have their reservations about the proposed solutions.

The Scottish Landowners Federation has its doubts about national parks because it fears that would lead to the setting up of more government quangos which would spend inordinate amounts on administration. The CCS does not think this would be the case.

Most objections centre on what has become known as the "honey pot" effect. Unlike England, Scotland does not have any national parks.

The honey pot effect argument has it that once you establish an area and call it a park, it immediately draws lots of people in who feel because it is a public place, they can behave as they like. Critics point to the Lake District and Dartmoor which become overrun during some months of the year. Defenders of the national parks say that the Lake District has been spoiled since the M6 opened the area up. Scotland is different and will retain its remoteness.

The debate still has some way to run. The NCC, for example, has yet to pronounce on the subject. But some decisions have been taken. Lurchers Gully has not been given permission for ski development.

tionist struggle is in prospect, which could take a long time to resolve. On one side is an English landlord, on the other a group of mountaineers and naturalists who are becoming increasingly vocal.

Seeing where the battle lines are drawn is complicated by the multiplicity of agencies and interest groups that are involved in conservation. The Forestry Commission looks after forestry. The Crown Estates owns the coastline and the seabed. The NCC at the moment is part of the British NCC which answers to the Ministry of the Environment. It looks after SSSIs and national nature reserves. The CCS answers to the Scottish Office and looks after the national scenic areas.

While the NCC and CCS can persuade, cajole, plead and threaten landowners within their specific areas, standing behind them are the regional and district councils which in most cases have planning control over land use.

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Stewart Dalry

## James Buxton looks at the country's transport infrastructure

## Missing links to Europe

WHEN MR Malcolm Rifkind, the former Scottish Secretary, was told by an interviewer a few weeks ago that Scotland's transport infrastructure was "shambolic," he was dismissive. "What we call traffic jams in Scotland are what they have in England at 1 o'clock in the morning. The idea that we have a poorer level of transport communications in Scotland is something only anyone who has never been south of the border could have."

There is something in what the man who has now become Transport Secretary said. If one drives between the towns of the central belt of Scotland or to Aberdeen or Inverness, one can usually predict to within a few minutes how long the journey will take along mostly uncongested roads, except for the Edinburgh end of the M6 Glasgow-Edinburgh motorway and growing traffic jams in both cities.

After a long period of breakdowns and delays, rail journeys in Scotland are beginning to improve as ScotRail introduces its new Class 158 Express diesel multiple unit trains on the main routes. There is a reasonable network of internal flights, including those of the islands.

Though road traffic in Scotland is probably growing faster than the improvement schemes under way can cope, Scottish unhappiness about transport mainly concerns links with England and Europe, as well as North America. Scotland is on the periphery of the EC and its connections with the heartland are generally poor.

While transport links between the cities in that heartland are improving, with the spread of high speed trains and the approaching completion of the Channel Tunnel, Scotland feels neglected. What should be done about improving links to a peripheral country with a fairly small population of 5m people and a rapidly shrinking market?

On the roads front the government is moving swiftly, but belatedly, to fill a glaring 62-mile gap in the European motorway network - the lack of a motorway between the M6 just south of the English border and the M74 at Glasgow. The Conservatives promised to bring this stretch up to motorway standard in their 1987 manifesto and work on three stretches totalling 16 miles has now begun.

However, that does not satisfy critics such as the Confederation of British Industry in Scotland which was dismayed last year when the Scottish Office made proposals for the roads south of Edinburgh offering mainly piecemeal solutions, an upgrading of a small part of the A1 and the building of a privately-funded toll road named the Fastlink between the M6 and the M74.

The CBI argues that if the Fastlink is, as the government implies, strategic, then it should fund it itself. It also believes that since the Department of Transport now intends to raise the whole of the A1 to motorway standard, it should complete it to Edinburgh.

But the Scottish Office says that traffic along the Edinburgh-Newcastle stretch of the A1 does not justify raising the standard along its entire length. Meanwhile, it is studying private sector proposals and speaking to local authorities about the Fastlink. It is also close to deciding between three consortia as to which should build a bridge funded by tolls across the Kyle of Lochalsh to the island of Skye.

Yet, as the CBI wryly points out, even with improvements to the roads to England, one of the biggest bottlenecks affecting Scotland is the M25 around London and other parts of the south-east.

Although this problem also affects the road freight from Scotland that will be heading for the Channel Tunnel (opening in 1993) transport experts believe there will be little time saving in road freight from Scotland using the tunnel. The greatest potential is for rail freight where savings of



(Above) The ferry between Kyle of Lochalsh and the Isle of Skye - one day they may be linked by a toll bridge; (below) the empty passenger terminal at Prestwick Airport

between 22 and 40 hours would be possible in transit times between Glasgow and Cologne, according to a study by the consultants Piers for the Scottish Development Agency.

The study concluded that rail would capture some of the roll-on-roll-off traffic from Scotland, currently using the ports of Dover, Felixstowe and Harwich. British Rail has said it will operate daily freight services from Strathclyde which would form larger trains at Crews and proceed to the continent via the tunnel. But it has yet to announce a site for its terminal in Strathclyde. "They seem to be leaving it rather late," says Mr James Young of the CBI in Glasgow. Passenger services to the continent from Scotland via the tunnel are thought likely to have little impact. But they will benefit from the electrification of the Edinburgh-Kings Cross route which is due for completion next May, while train services on the already electrified west coast route to Glasgow are to be speeded up later in the decade.

This year Scotland made a small but significant break with the conservatism of its past when the rules by which the monopoly on transatlantic flights from Scotland held by Prestwick airport, inconveniently located 36 miles south-west of Glasgow. It was forced by legal challenges and the pressure of economic logic to scrap the rules by a future transport secretary came too late to enable many airlines to exploit it this year. But there are now about 15 scheduled flights a week to the US from Glasgow, of which the jewel in the crown is American Airlines' daily service to Chicago.

Although British Airways' thrice-weekly service to New York, which began only in August, has been cut to twice a week for the winter, there are hopes that more services will get under way next year. BAA, which owns the airport, envisages it becoming a hub for passengers from other parts of the UK, but the excessively long preservation of Prestwick's monopoly has allowed Manchester to build up a substantial advantage in this field. Prestwick, meanwhile, has lost most of its charter services but still has a future as a freight-handling terminal for Scotland and an entrepot for the rest of Britain and for the continent.

The more pressing problem is that of developing more services between Scottish airports and the continent. Here the difficulty is that the Scottish travel market in the central belt is relatively small with 4m people and is divided between two airports, Glasgow and Edinburgh, less than an hour's drive apart. Repeated attempts to launch an indigenous Scottish airline to serve routes such as Glasgow and Edin-



burgh to Brussels, Frankfurt, Geneva, Milan and Copenhagen have foundered, the most recent example being the collapse of Scottish European Airways earlier this year, despite government grants and investment by the SDA. However, continental airlines are steadily increasing their flights into Scotland. For example, Sabena of Belgium is

increasing its daily services from Edinburgh and Glasgow to Brussels from one to two in the new year. Mr Colin Smith of the SDA says the agency is trying to encourage more airlines to operate services in and out of Scotland. "With smaller jets coming into service the wisdom of running region-to-region services is becoming more obvious," says Mr Smith.



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Services



Stewart Dalby on the recovery of the offshore oil industry

## Granite city: buoyant again

UK CONTINENTAL SHELF OFFSHORE EXPENDITURE (£m)					
	1989	1990	1991	1992	1993
EXPLORATION					
Surveying	151	152	163	172	181
Drilling	302	304	326	344	362
Well costs	649	687	757	757	775
Total	1,102	1,143	1,246	1,273	1,318
CAPITAL EXPENDITURE					
Production platforms	243	430	607	388	389
Installation operations	75	175	254	322	222
Plant and equipment	598	630	1,202	968	598
Submarine pipelines	335	368	234	157	102
Development drilling	204	271	258	257	280
Terminals	44	159	121	16	0
Subsea installations	86	191	210	127	125
Abandonment	8	4	4	6	0
Total	1,665	2,436	2,520	2,352	1,706
OPERATING EXPENDITURE					
Maintenance	569	577	585	608	671
Transport	364	368	378	372	384
Diving services	430	445	458	475	519
Drilling services	440	408	357	445	435
Personnel support	102	96	99	103	113
Total	1,905	1,894	1,879	2,004	2,122
GRAND TOTAL	4,665	5,473	5,629	5,629	5,146

Source: Scottish Development Agency, Inverness, 1989-93

THE MEN in 10-gallon hats with large cigars are no longer so much in evidence, but Aberdeen, often dubbed Britain's oil capital, once more has the bustle of a humming town.

To be sure, the oil price recovery has led to a less raucous mini-boom than in the pioneering days of the early 1970s. But the bars and restaurants in the so-called granite city are again bursting with life, there are traffic jams in the streets and house prices are rising sharply.

As one taxi driver said: "In the middle of the collapse in 1986 you could tell how bad things were. There were hardly any cars on the roads. It was noticeable."

The renewed buoyancy in the parts of Scotland associated with the oil industry is not just a matter of a volatile price because of Iraq's takeover of Kuwait, although that is a factor.

It is partly because the oil price has gradually recovered since 1986 when the *de facto* disintegration of the Organisation of Petroleum Exporting Countries (Opec) price cartel began to hurt.

However, price is less important to the British oil industry than it was. The pattern of North Sea exploration and development has altered dramatically over the past few years. An extensive infrastructure of pipelines, processing facilities and other improved transport forms for gas and oil is now in place.

New exploration effort can now involve incremental searches close to existing infrastructure.

This means that a find of 5m to 10m barrels is often an economically viable discovery size.

In the 1970s and early 1980s exploration was usually targeted at finds of 200m barrels or more, to justify high development costs in virgin territory.

Exploration is thus no longer so dependent on a high price per barrel. What happened in the mid-1980s was that when oil prices slumped there was a collective loss of confidence and the major oil concerns stopped exploration. This is the easiest part of any oil company's operation to bring to a halt, much easier than extraction or distribution.

Gauging the importance of oil to Scotland in gross domestic product terms is not as simple as it appears because, of course, not all North Sea oil is off Scotland, nor are all known reserves offshore.

Mackay Consultants, a leading oil forecaster based in Inverness, estimates that Britain's oil industry amounts to £8.2bn in GDP terms or 2.1 per cent of Britain's GDP of £394.8bn. Britain, with 3.8bn barrels of proven reserves, accounts for some 3 per cent of the world's known reserves.

There are 44 fields producing or in advanced development offshore at the moment, with a further 11 onshore. This excludes 28 gas fields, which themselves account for 0.5 per cent of known reserves.

Scotland's GDP is only £32.5bn, so the oil industry would seem to loom large in Scotland's economy. In GDP

terms, however, the figures are not a particularly good guide because the £8.2bn figure is for all of Britain.

But in employment terms, it is difficult to overstate the importance of the industry to Scotland or at least the Grampian region around Aberdeen. Of the 100,000 employed in the industry, some 30,000 are offshore.

Estimates by various agencies put the total of directly oil-related employment in Scotland at around 75,000 jobs in over 2,000 companies. About 80 per cent of these jobs are in the Grampian region.

Oil-related activity accounts for around 20 per cent of total employment in the Grampian region. As a result of the current buoyancy of the sector,

the unemployment rate in Aberdeen is the lowest in Scotland at 3.2 per cent.

Between 1988-89 some 15,000 jobs were lost in and around Aberdeen because of the oil price slump.

Because today it is a different, more mature industry the current recovery in the oil price means these not only that these job losses have been made good but also in the future the importance of the oil sector will be significant for Scotland in a number of ways.

Mackay Consultants forecasts that on an average price of over \$20 a barrel there would be three good years when production would be: 2.3m barrels a day in 1991, 2.4m b/d in 1992 and a similar peak of 2.4m b/d in 1993 after which the rundown begins to 2011, when on current known reserves and extraction rates the oil theoretically runs out.

The past two years' production at 1.5m b/d in 1988 and 1.8m b/d in 1990 have been below expectations. This is mainly because of technical breakdowns as offshore installations age, and partly because of industrial action in protest against safety arrangements and union rights.

The publication on November 12 of Lord Cullen's report of the findings of the public inquiry into the Piper Alpha disaster will have far-reaching

implications for the industry. The report was a damning indictment of the offshore safety regime.

It put forward a whole raft of recommendations to improve safety, not least that a newly created division of the Health and Safety Executive be set up and moved off from the Department of Energy.

Implementing a new overdue safety regime will be costly. Mackay Consultants estimates its forecasts for 1991, 1992 and 1993 should be lowered by 10 per cent because of what Cullen has urged.

It seems unlikely, for one reason and another, that production will again rival the peak of 1985. Most of the big reserves are deemed to have been found.

Yet, at the same time, the oil is not going to run out in 2011. New recovery techniques for existing fields and the continuing lowering of the economic threshold for new fields mean there will be an extractive industry well beyond then.

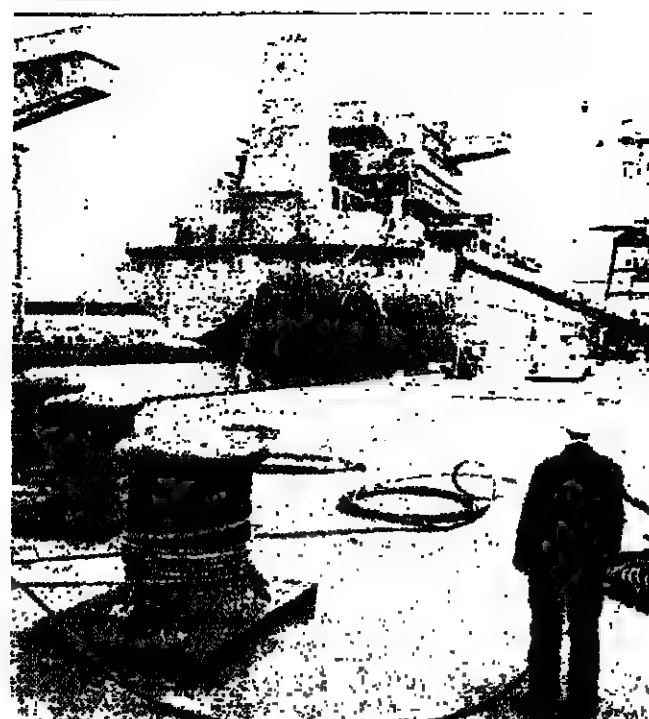
Moreover, as Mr Angus Nicholson, an economist with Mackay Consultants, points out, the industry is in a whole new ball game the second time around. He feels that there are now extensive linkages to other parts of the Scottish economy which did not exist in the early days.

He refers not just to backward linkages into supply and services but also forward linkages into the petrochemical industry in Scotland. He mentions the Shell/Essar Mossburn complex and BP's Kinnell/Grampian facilities. Both are dependent on North Sea production for their raw material input and both are being expanded.

It is in the backward linkages into services and supply that the opportunities still exist which are thought not to have been taken.

Mr Ian Wood, chairman of the Wood group, says: "We have a turnover of around £120m which makes us, I think, the largest UK oil services company. But the big American players have turnovers in the billions."

Mr Wood feels that not enough was done in the early days to encourage British companies to develop a supply and



A liquid petroleum gas carrier under construction at the Kvaerner Govan shipyard, Glasgow

services sector which would be a powerful foreign exchange earner.

Partly it is the old story. Mr Wood feels, of the oil money being used for balance of payments purposes and not being ploughed back to develop oil-related industries which could exist without the North Sea.

The government's Offshore Supplies Office (OSO) has monitored the UK content of the North Sea oil and gas market, the share of total expenditure which has gone directly to UK-owned companies. The OSO says that in 1989 the total UK share was 80 per cent.

Mackay Consultants disputes this, saying if the subsidiaries of foreign oil service firms are stripped out, then the percentage drops to 51 per cent.

It has been estimated by the oil and gas division of the Scottish Development Agency that in the next decade there is a potential worldwide oil service industry of some \$60bn. Of this, around \$40bn is thought to be onshore with the individual countries concerned.

Mr Wood says: "This still leaves \$20bn and if we could get, say, 1 per cent of that, we would be looking at an industry of \$2bn. We've got nothing like it at the moment."

His company has been diversifying, most recently by acquiring a gas turbine company in the US. The group's

non-oilfield activities now account for 25 per cent of turnover. Mr Wood says the objective is to develop another 25 per cent in international oilfield activities.

"We are looking for internationalisation and diversification. We must try to use this second opportunity to develop a broader economic base which is less vulnerable to the vagaries of the oil price."

Mr Hamish Dingwall at the SDA's oil and gas division feels that progress has been made in developing services. An oil technology park has been set up in Aberdeen. It will help to develop the industrial infrastructure if the new safety executive recommended by Cullen were to be permanently based in Aberdeen.

The SDA has a large number of projects and schemes to help would-be service sector groups. Its business development projects include strategic planning, management training and joint market studies. There are also export market studies, product studies and provision of market intelligence. Two studies already drawn up are opportunities in the Soviet oil industry, an area where none existed for foreign concerns before, and openings in Asia. Mr Dingwall says the companies are around and growing but it takes time.

## Revival in the fortunes of Scotch whisky

## Marketing is good for you



Chris Greig of Invergordon Distillers



A cooper at the Glenmorangie distillery

IT IS difficult to imagine a product more closely associated with a particular country than Scotch whisky.

One never hears of people going into a public house or restaurant and asking for an Irish. Yet Scotch whisky is universally known by its generic term of Scotch.

Whisky or *uisge beatha*, from the Gaelic *uisge beatha* or literally, water of life, has been made in Scotland since the fifth century.

By the mid-1980s, however, the industry was static, with vast stocks hanging over the market and the value of sales going nowhere.

The consensus of opinion was that this was because of a concentration on production and volume with not enough attention being paid to selling. It is ironic that with such a well-known brand name, it was a failure of marketing which pushed the industry into the doldrums.

Given that it takes a minimum of three years to bring whisky to market, Scotland was, metaphorically speaking, awash in a whisky lake. Much whisky was sold in bulk.

The situation began to change with the mergers and takeovers of the mid-1980s.

There were a number of moves to form Allied Distillers which is now part of Allied-Lyons. But it was the Guinness takeover of Bells and then Distillers to form United Distillers which really got the industry moving.

The mothballing of many distilleries helped reduce the lake, and United Distillers limited its sales of whisky to other distilleries, writing off large stocks on its balance sheet. It then concentrated on aggressively marketing bottled brands such as Johnnie Walker. With the surpluses reduced, prices were

able to rise. According to Scotch Whisky Association figures, exports of Scotch whisky were just under £1.5bn in 1989. In 1986 they were only £1bn, so there was a rise of one third in value in just three years.

In volume terms, however, the levels barely moved. In 1986 236m litres of pure alcohol (ipa) were exported and in 1989 some 242m ipa were sold abroad. Around 84.5 per cent of all Scotch whisky is exported abroad.

A better year-by-year picture of volume sales is obtained by looking at exports rather than production since the warehousing element can include figures for whisky in

store for up to 10 years.

Of total production, something over 90 per cent is blended whisky. This where up to 40 different malt whiskies are blended with one or more grain whiskies. Malt whisky is the separate and distinctive product of the 130-odd individual distilleries in Scotland. When sold unblended, they are known as single malts.

Guinness, through its ownership of United Distillers, has 22 malt whisky distilleries. But it is under no illusion that it has been the success of blended whisky which has been behind its growth in recent years.

The 1989 Guinness annual report has a chapter entitled

"Brand marketing: the key to success."

It says: "After two years of radical reorganisation to streamline and restructure worldwide distribution operations, we have gained more effective control of the marketing of our key brands in major world markets."

"The focus of marketing effort on premium and de luxe brands together with our strong pricing policy reflect an overall policy of margin improvement within our business."

"These initiatives benefit not only United Distillers but also the Scotch whisky industry as a whole."

The spirits business accounts for something 80 per cent of Guinness profits. This is not entirely due to Scotch, since Distillers has Gordon's Gin (as well as White Horse) in its stable.

Guinness clearly sees an important part of its revival as the marketing of well-known brands of Scotch.

But Dr Chris Greig, managing director of Invergordon Distillers, is pursuing a different line. Invergordon has four malt whiskies and Macdonald, but the latter is not a household name as scotch whiskies go. But the lion's share of its business comes from supplying blended whisky for own brands in supermarkets and other stores.

Dr Greig reckons that his company has done well as drinking habits have changed - people now buy whisky in supermarkets under own brand names, whereas once whisky was mostly bought in public houses.

Not only blended whiskies have flourished in the 1980s. Malt whiskies have become a successful niche product.

They are sold on cachet, status, and pedigree almost like fine wines, albeit on a smaller scale. Malts account for just over 7 per cent of the world Scotch market by value but only 4 per cent by volume. It was not until the takeover of Distillers that Guinness really began to promote its malts. Yet United Distillers cannot claim full credit for the revival in the malts market. The promotion of malts was almost counter-cyclical according to Mr Neil McKerron, managing director of Macdonald and Muir, which makes the Glenmorangie malt whiskies.

In the 1970s companies like his, and the bigger William Grant, which makes Glenfiddich, began to promote malts as prestige, quality drinks. This was before it became fashionable to brand market blended whiskies. Through labelling, and emphasis on vintage and pedigree these companies carved niche markets, on Concorde, in hotels, in country houses and so on.

Glenmorangie is now marketing 10-year-old and 18-year-old malts. The company has expanded rapidly. Turnover last year was £20m, compared with £13m a decade ago.

As an industry Scotch whisky does not employ a great number of people, probably around 15,000. However in small, isolated communities, where a malt distillery employs, say, about a dozen people, it can be a significant force in the local economy.

Whether making it or drinking it, however, Scotch is important to Scotland.

As Compton Mackenzie said in his classic novel *Whisky Galore* about wartime bootlegging in the Scottish islands: "Beer does not taste like itself unless it is chasing a dram of whisky down the gullet, preferably two drams."

Stewart Dalby

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## SCOTLAND 6

## ELECTRICITY PRIVATISATION

## Two key companies impress analysts

ONE OF the striking things that has happened in Scotland in the past year has been the sudden emergence of Scottish Power and Scottish Hydro-Electric, the two Scottish electricity companies that are set to be privatised next year.

When trading in electricity in Britain came into effect last April, the two companies immediately established a substantial market - which had formerly not been much exploited - for their power south of the border. They also discovered a market for their skills in a number of power station projects in England.

Financial analysts who have come north to look at the two companies ahead of privatisation have generally returned impressed. Privatisation will also add two substantial companies to the slender ranks of Scottish quoted companies.

The emergence of Scottish Power (formerly the South of Scotland Electricity Board) and Scottish Hydro-Electric (formerly the North of Scotland Hydro-Electric Board) has also caused pain for some of those involved. And it has brought to light a curious backwater of the British electricity industry which, like most backwaters, contained both luxuriant growths and stagnant water.

Scotland's electricity industry developed separately from that of England and Wales. There were two vertically inte-

grated boards instead of the English structure of one generating board and several distribution boards. The SSEB, supplying about three-quarters of the Scottish population, called most of the shots through a joint generating agreement under which the plants of the

## A backwater of luxuriant growths and stagnant water

two boards operated under a single merit order.

A striking feature of the old arrangement was the relentless drive, spearheaded by the SSEB, to build new power stations: Scotland currently has about 4,000MW of spare capacity compared with peak demand of about 8,000MW. The nuclear plants of the SSEB, including the recently completed Torness advanced gas cooled reactor station, could

theoretically meet about half of Scotland's electricity needs.

What was surprising about this vast public investment in extra capacity was that the inter-connecting powerlines with England were able to export only 550MW of this power, except during exceptional periods such as the miners' strike of 1984-85, only a small part of this transmission capacity was actually used.

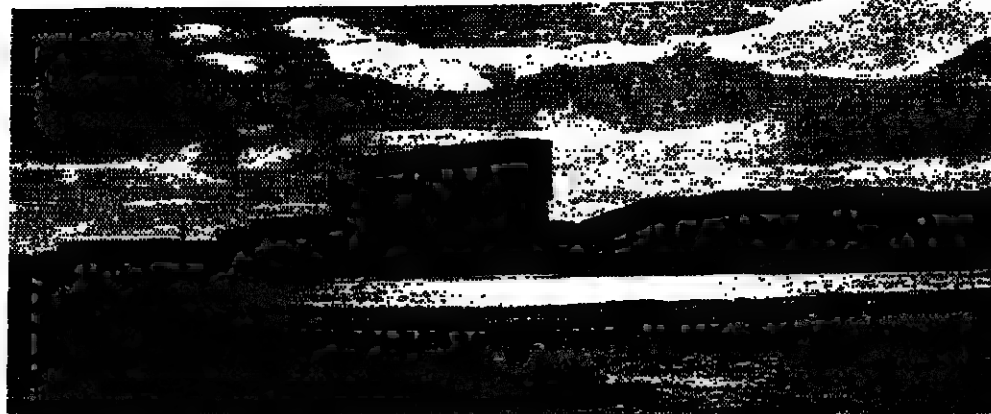
To prepare the Scottish electricity industry for privatisation the joint generating agreement was ended and the two boards became separate, which meant that Scottish Hydro-Electric gained equal status with Scottish Power. The nuclear stations were put into a new state-owned company, Scottish Nuclear (which is contracted to sell all its output to Scottish Power and Hydro-Electric).

While Scottish Power took some time to adjust to the changes raining down on it,

Hydro-Electric was quick to exploit its new freedom. A number of scheduled and early retirements enabled it to install a new management team, with several key people drawn from the private sector, including Mr Roger Young, the new chief executive. Some believe the change of culture at Hydro-Electric has been one of the most impressive in the British electricity industry.

Hydro-Electric moved fast and signed deals to supply all the UK power needs of BOC, as well as Wiggins Teape and British Gypsum, although it lost a small number of large customers in its own area. It became involved in a scheme to design and build a new gas-fired power station on Teesside which would supply British Steel and BOC.

Though large-scale changes have been slower to get under way at Scottish Power, partly because the company is much bigger and partly because of its



Torness advanced gas cooled nuclear power station

last-minute divorce from Scottish Nuclear, the Glasgow-based concern has also done well in volume terms on cross-border exports - it won Guinness as a customer, among others - and was chosen to join a promising consortium with London Underground to build two small power stations in London.

Now Scottish Power is formally setting up profit-oriented business centres within its organisation, a step which Hydro-Electric embarked on earlier.

To the investor the attractions of both companies include their well-balanced mix of generating capacity, ranging

from coal and oil-fired plant, nuclear, hydro-electric and gas, and the fact that for many years there will be no need to add to it. Hydro-Electric is adapting its Peterhead power station to run on cheap sour gas from BP's Miller field in the North Sea, a project which will increase the effective capacity of both companies, since Scottish Power is to share the output.

The fact that the two companies are able to pick up customers in England, even on what may be low profit margins, suggests that they are highly economical producers. Hydro-Electric's management impresses outsiders with its

agility, that of Scottish Power with its mix of engineering expertise and business acumen. "At Scottish Power you feel you're in the presence of people who really understand electricity, which is quite rare in some companies these days," says one analyst.

But the two companies face the problem that their home market offers only sluggish growth, especially in relation to their capacity, and the interconnector is too small. Of its 850MW total capacity, only 550MW is available to the two Scottish utilities, with Scottish Power entitled to 350MW and Hydro-Electric 300MW (the rest is taken by the UK Atomic

Energy Authority's Chapelcross station).

Scottish Power is finalising plans to increase the interconnector's capacity to 1600MW by laying a new set of transmission lines, with the National Grid Company doing the same on the other side of the border and if necessary strengthening other transmission lines in England.

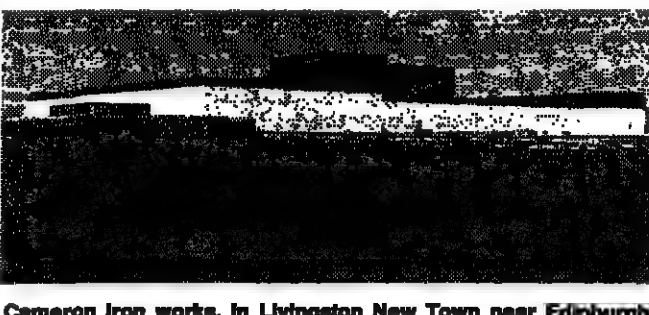
But the project, which would cost about £100m, first needs to pass through the planning process and then will need approval from both the Scottish companies. Dr Ian Preston, chief executive of Scottish Power, stresses that this will be a strictly commercial decision; in the past it might have been a political decision (though not one which the politicians ever took).

Currently the two companies are discussing the debt write-offs which the Scottish Office might make in the capital restructuring of the companies. Dr Preston believes that, having been subjected by the Scottish Office to a tough regulatory regime to benefit a Scottish customer, the government should now consider the interests of the Scottish shareholder. That process may not be complete until the new year. Assuming there is no war in the Gulf, the two companies will be floated in May or June.

James Buxton

## Stewart Dalby on the steel industry's future north of the border

## The writing on the wall



Cameron Iron works, in Livingston New Town near Edinburgh

industries such as coal and shipbuilding.

It is cold comfort that in English towns such as Scunthorpe, Consett and Shotton, where steel has continued in a much reduced form or virtually disappeared, new industries have been attracted to supply jobs.

The belief that steel can survive in one form or another on a big scale in Scotland has persisted in the face of some compelling commercial logic which says otherwise.

This month a House of Commons select committee is examining the proposed closures at Clydesdale and Ravenscraig.

The Scottish Development

Agency and the Motherwell District Council have been looking at schemes to keep the steel industry alive.

Only recently has Lanarkshire, where most of the steel works are located, been thinking up plans for a post-steel era through the Lanarkshire Development Agency.

These plans will presumably be taken over by Scottish Enterprise - to be formed out of a merger of the Scottish Development Agency and the Training Agency - through its local enterprise council.

Those who would argue against closure appear on least solid ground with Clydesdale. The world market for seamless tube has considerable

overcapacity, partly because of heavy Japanese investment in the early 1980s.

Hopes that a product of this kind would find a home in an expanding oil industry proved short-lived. Prices have been under pressure.

Clydesdale, a relatively small plant with old technology and high costs, seems poorly positioned to face adverse market conditions. The STUC has said the plant could

be kept going with a modest investment of £12m to £15m. British Steel, which says it would require much more than this, has been looking for a European partner to keep the plant going, but these plans seem to have come to nothing.

It appears that the heart of the complex is doomed, but British Steel seems likely to keep open the related Imperial works which finishes off the tubes. That will be supplied by

tubes brought from European producers.

The outlook for the plate mill at Dalzell also looks grim. A decision is to be made in the next few months. British Steel's own view, apparently, favours a new mill on Teesside, and that both Dalzell and the plate mill at Scunthorpe should be closed. The cost of the new investment would be between £300m and £400m. British Steel would ideally like to find a foreign partner to help shoulder the cost.

The Ravenscraig position is complicated as British Steel said, or appeared to say, at the time of privatisation that Ravenscraig could be sold if a suitable buyer could be found. It was not clear, however, whether it would be for sale with or without the strip mill.

The decision to close the Ravenscraig strip mill is designed to counter the original misalignment of British Steel's three strip mills. The company is investing in the other two mills in south Wales. Closing Ravenscraig will enable the mills in south Wales to operate at fuller capacity.

The argument here is that, now British Steel is a private company, the first obligation of its shareholders, its chairman, is to make profits for its shareholders, and not spread steelmaking too thinly around the British Isles to mollify local political sensitivities.

But will anyone want to buy Ravenscraig without a strip mill, assuming it is for sale? Ravenscraig will be able to make slabs for British Steel until the end of 1993 and then presumably compete in the open market. That is not a rosy prospect.

Mr Hamish Morrison, chief executive of the Scottish Council (Development and Industry), says there are precedents in the US for plants like Ravenscraig surviving even without a strip mill, if they can be purchased cheaply enough.

"I can understand the logic which says that now British Steel is a private monopoly and not a public one, it doesn't want to sell a plant to a company that is likely to close it just wish they would tell us what they intend to do with Ravenscraig."

EUROPE'S

MOST

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CITY

INVERNESS is thriving. The capital of the Highlands is Scotland's fastest-growing town and its streets are thronged with visitors and shoppers from all over the north of Scotland.

Partly, this reflects the higher level of activity in the oil industry. Full order books for the offshore platform yards at Nigg and Ardersier spread prosperity throughout the Moray Firth area.

However, Inverness's success is mainly due to its emergence as the main commercial and service centre for most parts of the Highlands and Islands, a region which accounts for almost half of the land area of Scotland.

Sir Robert Cowan, chairman of the Highlands and Islands Development Board (HIDB), says that a generation ago highlanders had to send to Glasgow for a tractor, now it is possible to have a computer repaired in Inverness.

Improved roads have also attracted shoppers from all over the region; visitors come on day-trips from as far afield as Orkney to shop in branches of the big national retail chains.

Sir Robert says that when Marks and Spencer first came to Inverness, the group underestimated the market because it relied on its previous experience of catchment areas. Not only did people travel from much further away than expected, but when they got to the store they spent a lot more, as most were stocking up for at least a month at a time.

The obvious prosperity of Inverness can pose problems. Sir Robert says: "Visiting ministers look round, see a bustling town and wonder why the Highlands are getting all this aid. We have to stress this is not typical."

Inverness is certainly not typical of the region as a whole. On the poorer periphery, crofters and hill farmers worry that cuts in EC agricultural spending may threaten the compensatory allowances which make it economic for them to keep sheep and cattle. Fishing communities are also likely to suffer from any cuts in quotas which Brussels may impose to save dwindling stocks.

Even success stories such as salmon farming have faltered. Prices have never fully recovered after dumping by the Norwegians and there have also been scares about the chemicals used to rid farmed salmon of sea lice.



Eilean Donan Castle on Loch Duich at Dornie

## THE HIGHLANDS

## A renaissance in parts

The region has undoubtedly seen considerable advances since the HIDB was established 25 years ago. The population is at its highest level for 50 years and unemployment is below the Scottish average.

Trying to assess the achievement of the board so far seems appropriate, because the HIDB is about to be transformed into a new organisation, Highlands and Islands Enterprise, with many of its functions being devolved to eight local enterprise councils (LECs).

The new organisation will be the product of a merger of the HIDB and the Department of Employment's Training Agency. This devolution to LECs of responsibility for training programmes and the Youth Training Scheme and Employment Training, the programme for the adult unemployed, mirrors the establishment of training and enterprise councils (TECs) in England and Wales. However, the Scottish LECs will have a wider remit covering business development, urban renewal, land reclamation and property development.

Because of the huge area and sparse population, all eight Highlands and Islands LECs put together will still be smaller than some of the bigger lowland LECs. Their smaller scale also means that they are likely to have to rely more on the core services

provided from Inverness. In the rest of Scotland it is envisaged that 80 per cent of the current activities and spending of the Scottish Development Agency and the Training Agency will be routed through LECs.

Sir Robert has said he expects that about a third of the HIDB's staff will be retained for central core activities, a third will be devolved to the LECs and the remaining third will "float" between Inverness and the individual LECs, to close any gap between centre and

periphery. The devolution of development and training activities to local level corresponds with one clear trend in the Highlands: the failure of large-scale, imported industries to survive and prosper in the long term, apart from businesses tied to North Sea oil.

The running down of the atomic energy plant at Dounreay has cast a pall of gloom over Caithness. For Sir Robert admits that Highlands and Islands Enterprise will not be able to find an employer of the same scale.

The siting of an aluminium plant at Invergordon in Easter Ross and a paper mill at Corpach, near Fort William - both of which closed with large job losses - are now seen as part of a discredited policy of trying to foster "growth points".

Creation of the LECs fits in with an increasing emphasis on encouraging local, entrepreneurial activity - particularly in tourism, which remains a mainstay of the regional economy.

Doubts persist as to whether the LECs will be big enough to have much impact on the broader educational and cultural environment in which training and development is carried out.

Sir Robert complains that although the Highlands and Islands produces more graduates per head of population than any other part of Scotland, most still see their careers as being in the professions or as salaried employees of a large organisation. Perhaps only when more local graduates are prepared to return home and start up businesses, employing others, will economic renaissance reach all parts of the region.

Andrew Bolger

FINANCIAL TIMES  
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## FINANCIAL TIMES SURVEY

How they 'save it' in  
four leading  
industrial states, Page 2

# ENERGY EFFICIENCY

Recession and apathy  
hit UK suppliers  
and consultants, Page 4

## SECTION IV

Friday December 14 1990



The perils in the Gulf  
have combined with  
environmentalist  
fears to intensify  
awareness of the

need for careful use of the world's  
fuel. But industrial countries vary  
widely in the determination and  
skill of their response to this  
challenge, writes David Thomas

## The issues are global

HANGING over the world are  
two threats causing a renewed  
interest in energy efficiency.  
The prospect of war in the Gulf  
is the more immediate. More  
long-term, though in its own  
way equally serious, is the possibility  
of global warming.

The rapid doubling of oil  
prices after Iraq's invasion of  
Kuwait this year is once more  
focusing the attention of govern-  
ments in the industrialised  
world on their energy bills. Politicians  
are trying to educate voters afresh in the  
realities of world energy stocks: the  
great bulk of internationally  
traded oil comes from the politi-  
cally unstable Middle East. Plans  
drawn up for conserving energy  
at the time of previous oil  
shocks are being dusted  
down again in ministries  
throughout the world.

The consensus reached this  
year among the scientific com-  
munity about global warming  
is reinforcing this concern. Many  
options are theoretically  
available for cutting emissions  
of carbon dioxide, the main  
greenhouse gas. But most  
would involve extremely  
expensive programmes to  
switch away from fossil fuel  
burning, the foundation of  
almost all industrialised econo-  
mies.

Of the various strategies  
identified for combatting  
global warming, a rapid  
increase in the efficiency with  
which energy is used would be  
by far the most cost effective  
and quickest to implement.  
That is why almost all the  
reports issued this year on  
global warming agree on at  
least one thing: a large energy  
conservation programme  
should be the first response by  
the world community to the  
greenhouse threat.

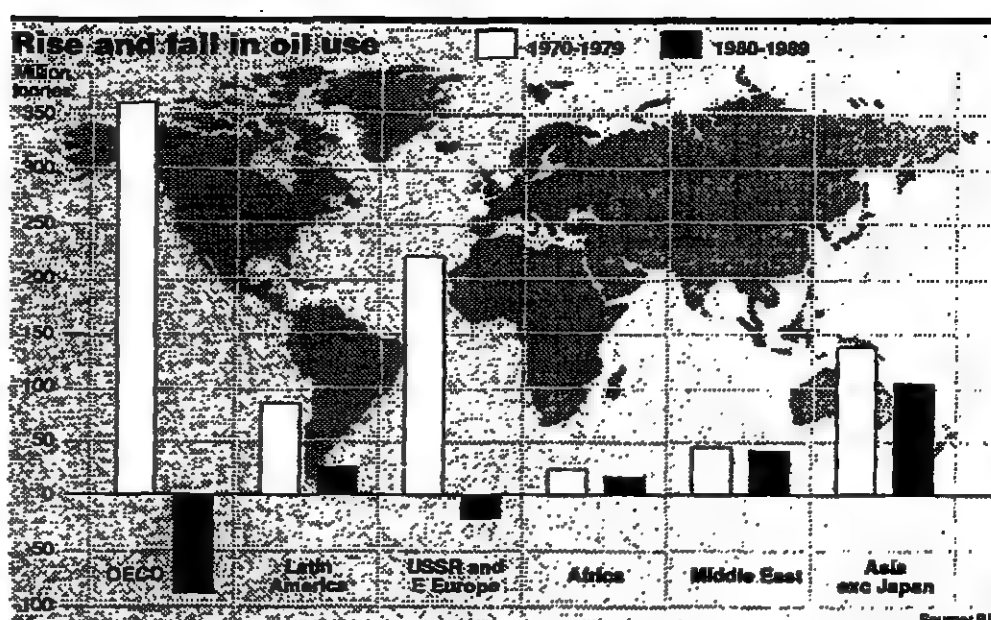
Meanwhile, most countries  
have introduced short-term  
measures to cut energy con-  
sumption in the wake of spiralling  
oil prices. The measures  
differ in detail depending on  
the precise circumstances fac-  
ing each country in its use of  
energy.

In Japan, the powerful Min-  
istry of International Trade  
and Industry has swung into  
action, distributing posters  
with such homely slogans as  
"turn your lights off when you  
leave your home" and "make  
sure your heater isn't set too  
high".

However, while Japanese  
industry seems set to renew its  
drive to conserve energy, the  
Japanese people may not  
respond as readily to such  
exhortations as they did after



As an Iraqi soldier takes aim in Baghdad, the drivers of London taxis, (right) like energy consumers around the world, are worried about the effect on petrol prices



previous oil shocks. It may  
take more than homilies to  
deflect the increasingly afflu-  
ent Japanese people from their  
growing interest in luxury  
items like bigger cars.

The German government has  
committed itself to reduce car-  
bon dioxide emissions by over  
25 per cent by the year 2005 -  
the most ambitious greenhouse  
target yet announced by a  
major country. The transfor-  
mation of the grossly ineffi-  
cient use of energy in eastern  
Germany will contribute a  
large part of this target.

But the western half of the  
country will also have to  
improve its reasonably good  
performance. The German cab-  
inet has already proposed a  
carbon tax, which could raise  
DM10bn a year to be ploughed  
back into energy saving pro-  
grammes.

The French government,  
highly conscious of France's  
heavy dependence on imported  
oil, introduced a range of tax  
and other incentives to encour-  
age energy saving in its budget  
this autumn. French ministers  
had calculated that an oil price  
of \$25 a barrel would add  
FFr32bn to next year's trade  
deficit.

For its part, Sweden is plan-  
ning further measures to

improve its already efficient  
use of energy, although the  
drive there is as motivated by  
the need to replace nuclear  
power as by higher oil bills.  
The government has set a goal  
of limiting annual electricity  
consumption to 135-140 tera-  
watt hours by the end of the  
decade, only marginally up on  
current consumption.

Not to be outdone, the Euro-  
pean Commission is finalising  
its ambitious SAVE (Specific

### The UK government remains opposed to huge state handouts

Actions for Vigorous Energy  
Efficiency programme. Brus-  
sels officials are working on a  
hotchpotch of schemes. They  
want to motivate consumers to  
cut their use of energy; to  
improve the performance of  
industrial and domestic equip-  
ment; and to use financial  
instruments to promote energy  
conservation. Some of the  
more ambitious Eurocrats  
believe that they can prod  
member states into cutting  
their energy consumption by  
up to 20 per cent by 1995.

An energy saving pro-  
gramme was one of the few

substantial initiatives to  
emerge from the UK govern-  
ment's recent white paper on  
the environment. The Energy  
Department's energy efficiency  
office is busy trying to turn the  
rhetoric of the white paper into  
practical proposals: new  
schemes to help low income  
people insulate their homes  
and to assist small businesses  
with energy saving invest-  
ments are among the first  
fruits of Britain's renewed  
interest in energy saving.

Nevertheless, the UK govern-  
ment remains ideologically  
opposed to huge state hand-  
outs for energy saving.

Mr John Wakeham, energy  
secretary, expresses the point  
crisply: "The financial benefits  
of saving energy are clear  
enough not to require addi-  
tional government assistance."

Mr Andrew Warren, director  
of the Association for the Con-  
servation of Energy, naturally  
disagrees. He stresses the sad  
irony that the renewed interest  
in energy saving has coincided  
with difficult times for supply-  
ing companies. Cavity wall  
insulators have seen their mar-  
kets decline eight per cent  
since last year.

Supplying companies remain  
particularly critical of the Gov-  
ernment's failure to promote

energy saving in its own estab-  
lishments with sufficient vig-  
our. They say that it is often  
not worth the hassle trying to  
fight their way through public  
sector bureaucracy in order to  
sell their wares. As a result,  
Whitehall lags badly behind  
the private sector in some of  
the more innovative tech-  
niques for saving energy, like  
contracting out the manage-  
ment of a side's energy needs to  
one of the private sector com-  
panies specialising in this  
work.

The UK Government has  
recently set up a new minist-  
erial committee on energy effi-  
ciency which is aiming to  
tackle such complaints.

But critics allege that the  
Government is bound to  
remain ambiguous about  
energy saving: ministers are  
inhibited from pushing energy  
saving too strongly because it  
would cut across their interest  
in a successful privatisation of  
the UK electricity industry.

"Improving energy efficiency  
and reducing electricity  
demand will be directly against  
the commercial interests of the  
regional electricity companies  
after privatisation," argues Mr  
Simon Roberts, Friends of the  
Earth energy campaigner.  
The electricity companies

and the government naturally  
dispute this claim. Indeed,  
Combined Heat and Power  
(CHP), a more efficient form of  
electricity generation than con-  
ventional power stations,  
appears to have received a con-  
siderable boost from the privatisation  
programme.

Business users of electricity  
can save some of the charges  
levied under the new electric-  
ity regime if they generate  
their own electricity in-house.  
Established companies such as  
Associated Heating Services  
and Emstar, a Shell subsidiary,  
are being joined by newcomers  
such as Combined Power  
Systems, a Manchester-based  
concern, in the fight for this  
growing market.

Many of the newly privatised  
regional electricity companies  
are also putting their toe in the  
water by setting up CHP sub-  
sidiaries. British Gas, an estab-  
lished energy giant, has also  
announced its interest in CHP.

While there are a host of  
interesting and positive devel-  
opments like this trend to  
CHP, many observers still  
doubt whether the political  
will exists in most western  
countries to take the really  
tough decisions which would  
boost energy saving.

### IN THIS SURVEY

■ Separate reports on pol-  
icies, programmes and  
problems in Japan, united  
Germany, Sweden and  
Britain.....Page 2

■ The European Commis-  
sion is drafting a plan to  
check up on Europe's  
energy wasters: UK con-  
servation lobbyists say  
politicians have lost their  
commitment.....Page 4

■ Getting to grips with  
Britain's overheated build-  
ings: a study of energy  
efficiency solutions in  
which commonsense  
comes before whizz-bang  
technology; labels scheme  
for appliances.....Page 5

■ Boiler technology break-  
throughs transform coal's  
prospects; combined heat  
and power, a technology  
whose time has come; nat-  
ural gas steps up the  
pressure.....Page 6

Editorial production:  
Maurice Samuelson



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## ENERGY EFFICIENCY 2

FT writers find similarities and contrasts in the motivation for improving energy efficiency in four leading industrial countries

THE Japanese government is making an all-out effort to encourage industries and private citizens to conserve energy in the wake of the Iraqi invasion of Kuwait and subsequent higher oil prices. Industries are listening and taking action. However, Japanese citizens have little interest in listening.

Before Saddam Hussein's seizure of Kuwait in August, energy conservation was a minor but growing topic of interest in Japan. But, because energy prices were already high, most Japanese consumers think that somewhat higher prices are no major hardship. Moreover, with the dramatic strengthening of the yen against the dollar in September and October, the price of energy in yen terms has not risen much.

"New technology and heightened awareness are needed to enhance energy efficiency," advises the Ministry of International Trade and Industry (MITI) in its influential paper called "Vision for the 1990s". The position paper, which was written this summer by MITI's Industrial Structure Council, focuses on ways that industries can be encouraged to meet changing needs.

The Japanese are favouring cars with larger engines, and fuel economy is no longer a major issue when most people shop for a new car. Automobiles with 3-litre and larger engines are popular, and a variety of large engines will soon be introduced by Toyota, Nissan and other major makers. An example of the more-than-incremental growth in engine size is the 215 horsepower engine powering Honda's new Legend series, introduced in late October, up from the prior model's 160 horsepower.

However, despite consumer trends focusing on larger engines, Japanese automakers are diverting R&D toward innovative technologies needed

## Industry acts but the public hangs back

to meet the new US Clean Air Act, while also working on fuel economy.

MITI is encouraging industries to move toward design and manufacturing of products characterised by high-value-added content. Such products require small increments of energy to manufacture relative to sales prices. Microelectronics, new consumer electronics such as camcorders or digital audio tape (DAT) recorders, telecommunications equipment, laptop workstations and aerospace products fit the bill.

Moreover, MITI's Agency of Natural Resources and Energy (ANRE) wants to implement daylight savings time. ANRE intends to conserve energy by setting clocks ahead one hour in the spring. Japan is one of just a handful of industrialised countries that has not implemented daylight savings time. The Ministry of Labour and the Economic Planning Agency are opposed to the idea. They believe that it would result in employees working even more overtime during the summer months. If the price of oil continues rising, ANRE may gain fresh ammunition for its campaign to implement daylight savings time.

MITI favours policies that promote use of nuclear reactors, which now supply as much as one-third of the nation's electrical power. Technocrats at MITI argue that nuclear energy reduces the need for burning oil and coal, thereby cutting carbon-dioxide emissions that are said to fuel the so-called greenhouse effect.

The white paper filed by the Atomic Energy Commission in late October puts extra emphasis

on reliance on nuclear power to reduce the need for burning oil. However, the commission is merely using the opportunity of the Middle East crisis to boost the prospects of the pro-nuclear industrial community.

Some sectors of the Japanese economy are extremely energy efficient. Others are not. For example, waste heat from air conditioners, industrial facilities, and transportation equipment.

### JAPAN

ment is seldom recovered. Such waste heat is a major resource that is likely to be tapped soon. On the other hand, the nation's steel production facilities are extremely efficient users of energy in terms of output. Additionally, Japan has tended to export entire industries, like aluminium smelting, which require large amounts of energy.

MITI's Advisory Committee for Energy released a set of recommendations in the spring of 1990 calling for the nation to reduce its projections for energy use in the year 2010. The goal is to use energy more efficiently to slash the need to build new power generation facilities.

In the wake of the two oil shocks of the 1970s, Japan made tremendous strides in cutting unnecessary energy use. However, some crazy schemes were also suggested, such as installing mini-nuclear reactors in big industrial plants, including those operated by petrochemical and steel companies. The idea was to cut oil consumption further.

Fortunately, that was one idea that never saw the light of day. Companies that plan to benefit from the trend towards efficient use of energy resources include Mitsubishi Heavy Industries, Toshiba, Hitachi, Ebara, Fuji Electric and producers of batteries.

Mitsubishi Heavy Industries, which is Japan's largest maker of energy-related equipment, is accelerating its development of heat-recovery systems and so-called advanced pressurised-water reactors (A-PWRs). Toshiba and Hitachi, also active in nuclear power, stand to gain from any acceleration of Japan's nuclear programme as a means to conserve other energy sources.

For the Japanese government, nuclear power is mainly a national security issue. It is a means of reducing dependence on outside energy sources. Only recently, in the years since Chernobyl, has the Japanese government encouraged major criticism of the safety and waste-material problems associated with its large-scale nuclear energy programme.

Makers of solar-power equipment such as Kyoto-based Kyocera, and Osaka-based Sharp, say the higher oil prices have given their products a boost. Sunlight-to-electricity conversion rates will have to be improved and production costs lowered to make such systems viable.

Meanwhile, Toshiba and Hitachi are working on more efficient household appliances, heat-recovery systems in urban areas, and an assortment of energy-saving products sold by Mitsubishi Heavy Industries and Hitachi

feature "fuzzy logic" software programming in microchip controllers to slash electricity consumption.

Furthermore, the Laboratory for International Fuzzy Engineering Research, an R&D consortium established by MITI, is working on ways to use this software to cut energy use.

Moriya Shiki, president of Mitsubishi Electric, is trying to get appliance makers to boost their commitments to energy-efficient products. As chairman of the Japan Electrical Manufacturers' Association, Shiki thinks Japan can reduce harm to the environment by designing low-energy-use appliances.

Mitsubishi Electric is just one of Japan's major electronics makers focusing on tomorrow's ultimate power saver — superconductivity. Fabricating wires for transmission cables and electric motors from high-temperature superconductive materials will dramatically reduce energy requirements by slashing heat loss. Toshiba, which dubs itself the specialist in "E&E" — or Energy and Electronics — is another vertically integrated giant that can combine energy expertise with computer systems.

Meanwhile, Nissan Steel and Toyota Motor Corp. are separately working on electric cars. Other car makers are also showing interest in the field, especially in the wake of General Motors' unveiling of the revolutionary Impact prototype. The Environment Agency, a relative weakling within the government, is enthusiastic about the idea. So are Tokyo Electric Power and Kansai Electric Power, which collectively supply Japan's Kashiwa Battery, an affiliate of the Mitsubishi group, is working on batteries for electric cars.

Yet despite all these efforts, MITI still appears to lack a clear strategy to encourage Japan's yawning citizens to conserve energy.

Neil Davis



An east German power plant in top gear: costly challenge for the west German taxpayer

## Carbon cloud over reunification

ENERGY saving is serious politics in Germany. During the recent all-German election campaign it even stole the headlines briefly when Chancellor Helmut Kohl speculated that a "carbon tax" to encourage energy saving would indirectly help to cover the costs of uniting the country.

He was immediately accused of reneging on his pledge not to raise taxes to pay for unity. But the idea of the carbon tax had been knocking about for some time and had even been approved in principle by the cabinet.

Dropping the carbon tax into the election debate was probably a good political move. The opposition Social Democrats present themselves as the party of the environment and had, as the centre piece of their election strategy, a plan to restructure the tax system to reward consumers and companies that save energy and punish those that waste it.

Mr Kohl succeeded in reminding the ecology-conscious voters that the government cares about energy saving and the "greenhouse effect". Electoral considerations may also have played a role in Germany's magnanimous stance at last month's EC meeting on reducing carbon emissions.

The German delegation said it would not allow the meeting to break-up without agreement on — at the very least — holding EC-wide emissions at the current level until the end of the century, and even offered to cut German emissions further in order to allow other countries to increase their emissions slightly.

The German record on energy saving over the past two decades has been reasonably good. Between 1973 and 1982 energy consumption fell by about 20 per cent thanks largely to higher oil prices but also to the incentives created by the government of Mr Helmut Schmidt, which paid out about DM7bn between 1974 and 1982.

As in most other countries, the record has been less impressive during the 1980s thanks to the fall in oil prices.

But despite an increase in GNP over the decade of nearly 30 per cent, energy consumption has at least stayed static.

The Social Democrats nonetheless complain that many of the incentives created by the Schmidt Government have been scaled down or abolished and that only DM4bn has been spent between 1982 and 1990.

That may be so, but Mr Kohl's Government has now committed itself to one of the most radical carbon reduction campaigns in the industrial world.

Driven by the pressure of public opinion and by the desire to maintain Germany's high standing in the environmental debate the cabinet has accepted the highly ambitious target of reducing carbon dioxide emissions by "more than" 25 per cent by the year 2005.

### GERMANY

approved in principle a 25 per cent reduction for the then west Germany alone. After the formal integration of east Germany, one of the most wasteful users of energy in the world, the Bonn environment ministry pressed for an increase in this figure, arguing that a sharp cut in East German emissions would be relatively easy to achieve.

The cabinet subsequently accepted the rather vague formula of "more than" 25 per cent.

Germany, after the integration of east Germany, has actually become Europe's biggest per capita producer of carbon dioxide at 13.7 tonnes a year (the old west Germany was 11.7 tonnes and east Germany an incredible 22.4 tonnes).

The actual total of 1.06bn tonnes a year which Mr Klaus Töppeler, the environment minister, plans to cut by 300m tonnes in 15 years. Many people believe this to be unrealistic. The Prognos Institute believes that only a 7 per cent reduction is possible without a radical reduction in the burning of hard coal, brown coal and oil.

Taking west Germany alone (figures are not available for east Germany) the main sources of carbon dioxide emissions (total 715m tonnes) are power stations, 353m tonnes; households and small consumers, 186m; transport, 137m; and industry, 120m.

The biggest slice of the 25 per cent reduction is supposed to come from households (75m tonnes, 10.5 per cent), followed by industry (39m tonnes, 5.5 per cent), and power stations (42m tonnes, 5.9 per cent). Transport only contributes 1.8 per cent.

And how is this to be achieved? This is where the Environment Ministry gets vague.

The one concrete proposal is the "carbon tax" expected to be levied at DM10bn a year to be ploughed back into promoting energy saving. The duty would mean a slight increase in the price of petrol but only about 3 pfennigs a litre.

Power stations are already relatively efficient burners of fuel but there is room for some improvement and for a further development of combined heat and power plants which utilise their otherwise wasted steam and hot water. The biggest potential, according to the environment ministry, lies in more efficient domestic central heating.

Swift reductions will, initially, be much easier in east Germany where insulation and even the use of basic thermal stats have been virtually unknown.

The removal of heating subsidies at the beginning of next year should have an immediate effect on the consumption patterns of east Germans who have been used to regulating heat levels by opening windows.

About one-third of east German power stations are roughly as efficient as west German ones but closing some and pumping in more electricity from west Germany will also help.

David Goodhart

SWEDEN has made great progress in saving energy since the start of its intensive conservation programme introduced during the oil price shocks of the mid 1970s.

Total energy consumption is now approximately at the same level as in 1973 despite substantial growth in the economy and industrial production. It is one reason why the Gulf crisis and the current high oil prices have so far had a minimal impact on the Swedish economy.

The importance of energy conservation increased during the 1980s following the government decision to shut down the country's 12 nuclear reactors by 2010.

Officials argue that more stringent energy conservation would partially compensate for the abolition of the nuclear plants, which supply almost half of the country's electricity.

When the Riksdag (parliament) approved in 1988 the shutdown of the first two reactors by the mid-1990s, the decision was accompanied by a SKR400m five-year energy conservation plan. Although the nuclear phase-out in the mid-1990s has now been postponed, work is proceeding with energy

conservation measures, backed by research into energy technology.

The goal is to limit annual electricity consumption to 135-140 TWh per year (TWh by the end of the 1990s, only slightly more than the current consumption figure of 133 TWh. Electricity accounts for a third of total energy use with natural gas, oil products, indigenous fuels and coal supplying the remainder.

Sweden is one of the world's biggest consumers of electricity on a per capita basis due to its long and cold winters. But the growth in electricity demand is slowing, partially due to the energy conservation measures already in place. While Swedish electricity demand increased annually by 6.6 per cent in the early 1980s, it grew by 2.3 per cent in the second half of the decade.

Kraftsam, the Swedish energy producers' organisation, predicts that electricity demand will continue to increase by about 1 per cent annually throughout the 1990s. Despite the slow growth, electricity

consumption will reach 150 TWh by the year 2000, still above the ceiling proposed by the government, according to Kraftsam projections.

One way to cut demand would be to increase electricity prices, among the lowest in Europe.

### SWEDEN

The government last year allowed Vattenfall, the Swedish state power board, which provides half of the country's electricity, to introduce a new tariff structure that more realistically reflects prevailing market conditions.

While the real average electricity price charged by Vattenfall fell by 12 per cent between 1983 and 1988, the agency believes the new tariff system will mean prices will return to the 1983 level by 1991. The new tariffs are based on the use of differentiated energy and peak load charges and are designed to encourage high electricity users to reduce their energy consumption.

The government has also significantly increased VAT taxes on electricity and other forms of energy, including coal and natural gas, while rewarding industries that promote energy conservation and the use of renewable fuels with tax breaks.

Kraftsam predicts that the new tariff policy and extra taxes will increase electricity prices by 30-70 per cent by the year 2000.

Attention has also focused on building methods as a way

to save energy. Building code regulations concerning insulation thickness and impermeability have been tightened during the 1980s.

This is supported by an information campaign by the local electricity utilities advising customers on the most energy efficient appliances, including refrigerators, stoves, washing machines, other electrical consumer products and light bulbs.

Vattenfall is in the midst of a more ambitious five-year, SKR1bn energy conservation programme called Project 2000. Begun in 1983, the project is investigating ways to promote electricity conservation by consumers and cut consumption by 2 TWh annually between 1991 and 1995.

Project 2000 is examining the advantages of different energy alternatives and the reaction of various customer groups to their possible use.

Once the studies are completed in mid-1991, Vattenfall will then put these findings to commercial use, with marketing personnel cooperating with customers to identify their potential.

A second aspect of Project 2000 is the development of new electricity-efficient technology. Interest has focused on heat pumps, which extract heat from air and seawater and pump it into water heating pipes for homes and offices.

While heat pumps were once used to warm swimming pools, Sweden developed massive heating pumps to warm whole city districts.

Vattenfall is now working on refining the heat pump system since the demand for electric-

ity to heat homes and groups, the single largest source of energy users in Sweden, has increased during the past decade.

The goal is to convert as many buildings as possible to heat pumps, while improving building insulation.

One Stockholm hotel uses a system of heat pumps and heat exchangers to provide most of its annual energy needs. The system recycles surplus heat from kitchens, lifts, lighting and the body heat of the guests.

But is energy conservation capable of replacing both imported oil and nuclear power?

While industry representatives are doubtful, others believe it can be achieved. The Swedish Defence Research Institute, which has examined the country's energy self-sufficiency needs, argues that the use of heat pumps, combined with biomass and wind, solar and fuel cell power, could replace nuclear power as a source of electricity as long as energy use is brought down by energy-efficient homes and offices.

Vattenfall researchers believe that electricity consumption could actually fall to only 88 TWh by 2010 if advanced technology now in the research and development stage were adopted.

The use of other efficient energy-consuming technologies, now commercially available or in an advanced stage of development, would keep electricity demand within the limits of between 95.9 TWh and 129 TWh.

Even a 50 per cent rise in the cost of electricity would result in annual consumption of 139.5 TWh.

John Burton

## Post nuclear plan

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## Green politics to the rescue

### PLANNED BUDGET OF UK ENERGY EFFICIENCY OFFICE (£2m)

	Total	Home energy efficiency schemes
1991-92	42	27
1992-93	42	32
1993-94	49.5	35

Source: Department of Energy

electrical appliances. Government critics were quick to point out that many of these proposals were not new. Nevertheless, optimists argued that the very process of drawing them together in one place would boost Britain's energy saving effort.

The recent appointment of Mr William Rickett as director general of the energy efficiency office is also widely viewed as a cause for guarded optimism. A high flyer who was instrumental in stitching together the new privatised electricity system, Mr Rickett's willingness to take on what has often been seen as an Energy Department backwater is a positive signal.

One of the first tasks facing Mr Rickett is to introduce the home energy efficiency scheme which will give grants for energy efficiency measures to low income households.

While the scheme builds on a previous arrangement administered by the Department of Employment, new provisions will give low income households financial help for

### BRITAIN

advice on energy saving. In addition, they will get a grant towards draughtproofing, as well as loft, tank and pipe insulation.

The appointment of a network of approved installers is the scheme's most innovative aspect. They are being appointed in every locality to carry out the work under the umbrella of the Neighbourhood Energy Action, a Newcastle-based charity which won the contract to administer the entire scheme.

The importance attached to

the new scheme can be gauged by its funding. Next year, it will consume £27m, almost two thirds of the entire budget of the energy efficiency office.

Mr Rickett has also pencilled in for next year the launch of a voluntary energy labelling scheme. This would grade appliances, possibly from one star to five stars, on the basis of their energy efficiency.

However, the environment white paper hinted that energy labelling might be made compulsory if manufacturers did not respond voluntarily.

The UK scheme's final shape could also be determined by discussions in Brussels about a directive promoting labelling throughout the EC.

Mr Rickett is also working on help for smaller companies wishing to improve their use of energy. "Smaller companies have obvious management time constraints in identifying gaps in their energy saving record," he says.

The efficiency office would like to pay for small companies to be advised by consultants on how to improve their energy use; it would then also contribute towards the cost of project management if a small company decided to make an energy saving investment.

This small company scheme



William Rickett: new broom

will not, however, be introduced until 1992. Meanwhile, the government has established a new ministerial committee on energy efficiency in the wake of the environment white paper.

Mr Rickett says that the ministerial committee will prod all government departments into stressing energy efficiency in promotional work.

Critics are, however, sceptical of the initiative. They see it as a typical Whitehall manoeuvre: setting up a committee and passing gently into obscurity, when there is no consensus to

do anything in the real world. Mr Rickett acknowledges that the public sector has some leeway to catch up before it matches the private sector in the efficient use of energy. But he insists that the new ministerial committee will play a catalytic role in closing the gap.

Mr Andrew Warren, the director of the Association for the Conservation of Energy, also vents some hope in the committee. "An issue like energy saving can easily be made peripheral. If it is institutionalised within the heart of Whitehall, then there is some chance of action," he says.

Perhaps a more telling criticism of the Government, voiced by Friends of the Earth among others, is of its failure to underwrite financially its conversion to energy saving.

This year's Treasury autumn economic statement showed that, with the exception of the new home energy efficiency scheme, almost no new resources are being channelled in this direction (see table).

One of the few avenues left to the government is exhortation. The energy efficiency office has just completed preparations for a new advertising campaign which will be targeted on people moving or improving their homes. Generalised messages in the past directed at the entire population have not been effective.

David Thomas

Frans is a w

JP 11/15/90



155

Frans de Ruiter contemplates the interior of the Utrecht Power Station.  
(Sculpture by Dutch artist P.H. d'Hont. Turbine housing design by K.D. Sie.)



## Frans de Ruiter's turbine is a work of art.

Frans de Ruiter is Managing Director of UNA, the Dutch electrical power utility supplying the Noord Holland, Utrecht, Amsterdam area.

He has a tough assignment. UNA serves one of the most densely populated regions of the most densely populated country in the world. To help it do so, UNA has completed the installation of the two largest, most efficient gas turbines operational in the world today. Each generates 140 megawatts of electricity at efficiency levels well in excess of any comparable facility.

"We have made full use of ABB's most advanced technology to meet demanding targets," says Mr. de Ruiter. "At the same time, we have been able to satisfy Holland's strict environmental controls."

Not only are UNA's plants exceptionally "clean" — UNA has just won a prestigious international award for its environmental achievements — but the company's efforts to landscape the surroundings of its power plants have also won praise with local communities. At the Utrecht power station, Mr. de Ruiter's environmental efforts have gone one step further. He has turned the interior of the plant into a giant gallery, and one of his new turbines itself into a work of art. "Why not?" he asks. "Our employees deserve a stimulating work environment. And we are proud of having the world's most modern."

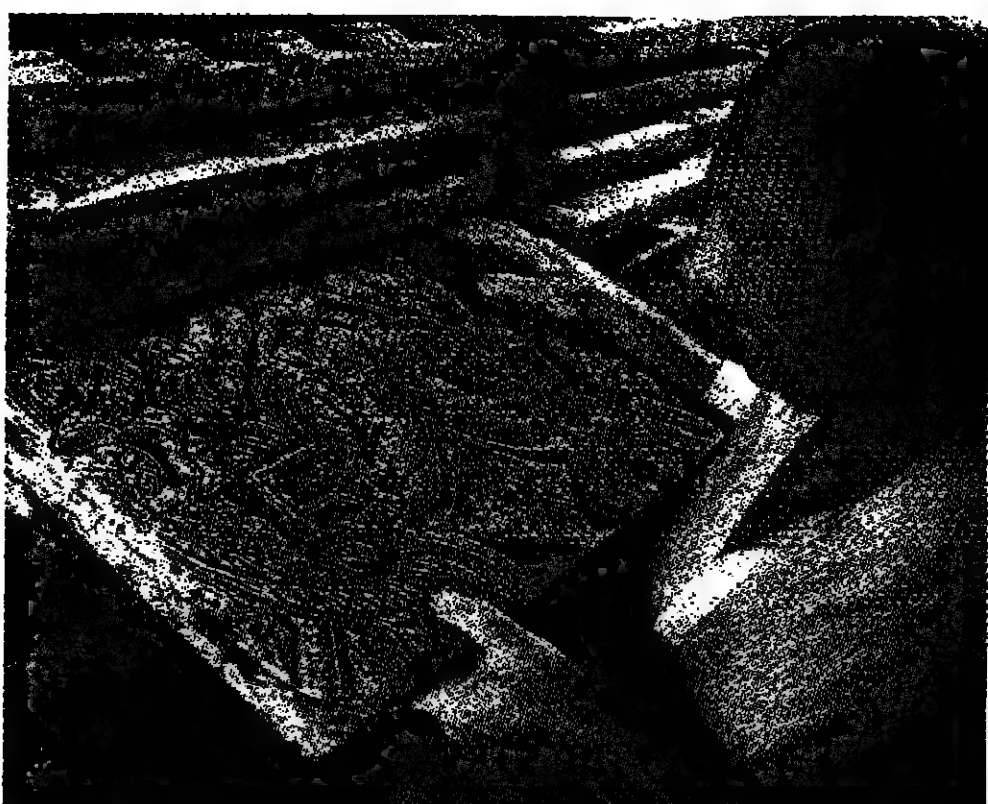
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## ENERGY EFFICIENCY 4



## Wallpaper maker turns infra-red

JOHN PERRY Wallpaper, founded and based in Islington, London, since 1875, is competing for a London Electricity efficiency award after switching from a gas heater, which gave off fumes, to an electric infra-red oven

to dry its rolls of paper. The infra-red oven is said to dry the paper without shrinkage, colour deterioration or tearing. Production has risen 100 per cent and rejection rates have been significantly reduced.

The company still prints its paper from wood blocks (pictured above), some of which date back to the 18th century. Customers include Royalty, the Houses of Parliament and owners of stately homes.

THE EC is preparing a new energy conservation programme, in which wasteful consumers may be threatened with a visit from energy inspectors.

The programme, called SAVE, is not to be confused with the UK Government's Save It campaign launched in the 1970s oil crisis. The European version is a far broader attempt to encourage, persuade and maybe force member states to cut their energy consumption by up to 20 per cent by 1995.

SAVE stands for Specific Actions for Vigorous Energy Efficiency. Unlike the UK's Save It and many similar independent schemes run within Europe over the past 20 years, which concentrated on saving for saving's sake, SAVE is about protecting the environment too.

Energy-efficiency improvements are officially acknowledged to be the cheapest and quickest way to reduce carbon dioxide emissions, one of the principal contributors to global warming.

SAVE is at present merely a programme. This means it is a collection of ideas, proposals and possible research projects suggested by the bureaucrats. But some draft directives - EC laws that, if passed, have to be included in the laws of member states - have been drawn up in parallel, in anticipation of the programme being approved by the politicians.

The programme has three parts. It suggests ways to encourage efficiency by:

- Motivating the consumer to reduce energy consumption;
- Improving the performance of industrial and domestic equipment;
- Using financial instruments to make energy conservation more cost-effective.

SAVE's ideas to motivate the consumer are reach quite far-reaching. For example, if the proposals are accepted businesses will have the choice of either employing an energy manager or complying with regular energy audits from outside specialists.

This sounds rather more draconian than it really is. Energy managers are now becoming more common simply because it makes economic sense to manage that part of the business better. Energy audits, usually conducted by outside consultants, are also becoming more desirable because their cost is usually repaid by improvements recommended by the specialists.

Other suggested motivators include: a scheme to provide details of a building's energy efficiency; energy labels for domestic appliances and a change in the way energy suppliers are allowed to operate. The proposals for buildings, if accepted, would mean that prospective leaseholders could

demand independent figures on the energy efficiency of a building - and use these as a bargaining point - before taking on a property.

This could also go some way to rectify the current problem where the developers have little interest in including energy-saving measures because they will never occupy the buildings themselves, and therefore never have to pay the heat and light bills.

Schemes to attach energy labels to domestic appliances - such as fridges, freezers, irons, cookers and kettles - are being set up in most European countries.

Similar proposals in SAVE could provide the necessary uniformity to allow fair competition between European manufacturers.

SAVE also suggests that gas and electricity suppliers should be converted from utilities into services. This is designed to overcome one of the main problems (in the view of consumers) with the present energy supply structure.

Energy suppliers, conservationists suggest, might be required by law to promote energy efficiency, but they have a far greater interest in selling more of their product rather than encouraging con-

sumers to use less. Restructuring the energy-supply industry into service providers is favoured in the UK by the Opposition but is anathema to the Government. It has privatised the gas industry and is in the process of selling off the electricity industry. Shareholders are, on the whole, not interested in suppliers promoting conservation.

The second part of SAVE proposes to set minimum efficiency standards for a range of energy-consuming equipment, from domestic appliances through to industrial boilers.

It remains to be seen if EC states will agree on what is considered "grossly inefficient".

The current UK position appears to be that while there must be minimum standards of efficiency (preferably voluntary), these standards should not be too tough.

SAVE proposes improved minimum levels of insulation in buildings and yearly, mandatory inspections of boilers.

But SAVE is far less radical about free-market measures to curb consumption. The use of financial instruments (such as taxes and levies on energy) should, says SAVE, be left to the governments of member states.

The programme calls for more research on how the full environmental cost of energy (including the cost of pollution) can be reflected in the price paid by consumers.

SAVE also promotes third party financing. This confusingly-named system, used rather more extensively in the US than Europe, involves contracting out a company's energy management to an outside consultant.

Such contracts often specify that the "third party" pays his own fees by the savings he achieves. Even if this is not the case, the energy specialists, it is argued, will be a more efficient manager than general managers within the company.

SAVE likes, but does not fully endorse, another US idea - "least-cost planning".

The idea is that it is often more profitable to suppress demand than expand production to meet rising demand.

The EC is not totally convinced by these arguments, although there is proof of least-cost planning in the US. Consequently, SAVE proposes about 15 pilot studies to check the idea's "viability in the European context".

Since 1985 EC nations have collectively managed to conserve about 20 per cent of their projected energy consumption. Suppliers of energy conservation equipment and material, and indeed environmentalists, are hoping for an extremely vigorous energy-saving future.

Peter Knight

## Brussels contemplates tougher action

## Save it or else...

## UK equipment and marketing

## The gloom deepens

THERE is much gloom among British companies that promote and supply energy conservation products and services, such as energy managers, contract-energy suppliers, insulation material suppliers and makers of heating-control technology. Business is bad, and for many companies in this sector, getting worse.

"I don't think you can make energy conservation sexy," says Mr Richard Tinson, chairman of the Contract Energy Management Group. "After all, who is ever going to get excited about cavity wall insulation?"

Dr Glenn Brookes, executive director of the Energy Systems Trade Association (ESTA), adds: "The joint task force of our members has increased from £20m in 1982 to about £200m this year. But there are clear signs of a downturn. Consultancy fees have already dipped by about 40 per cent. Prospects for next year are not very good because the building trade is in recession."

Mr Andrew Warren, director of the Association for the Conservation of Energy (ACE), an industrial lobby group, agrees. "It's very depressing. This industry saw a market fall of about 12 per cent in 1988-89. And there is every sign that the market is now declining more than before. The worst hit is the cavity wall industry. We've seen dozens of long-established contractors leave the business."

And to make things worse the Office of Fair Trading announced last month that it is taking 18 thermal insulation suppliers to the Restrictive Practices Court for alleged price fixing.

Yet despite these problems energy-conservation industry should surely now be in a joyous mood. The oil price is high and looks set to rise further as troubles in the Gulf continue. The EC is pressing for stronger energy conservation measures and the UK government has said in its environment white paper that energy efficiency improvements are the cheapest and quickest way to combat global warming.

These pressures are bound to boost the market for energy-efficient products and services. Yet the industry is in a hang-dog mood and speaks only of barriers. Among these are:

● Unfair competition from the energy supply companies, mainly gas and electricity, which have much more marketing muscle than the conservation suppliers.

● VAT added to energy-management products, such as insulation, but not to fuel. "I call that a 15 per cent bias against the environment," says Mr Warren.

● Lack of government initiatives to encourage energy efficiency. It is this perceived government apathy that appears to have nobbled the industry, Mr Warren laments for the glory days of the 1980s when Mr Peter Walker was energy secretary and energy conservation was on high on his agenda.

But then Mr Walker was replaced by Mr Cecil Parkinson. The budget for the energy efficiency office within the energy department was cut from its high of £24.5m (1985-87) to around £18m. Loft insulation subsidies were stopped and so were grants that paid half of the cost for energy surveys in industry.

Mr Parkinson's first "crime" was to tell the industry that it had to stand on its own two feet. But worse, he stopped talking about the importance of energy efficiency. No one was invited to public events and discuss cavity wall insulation or draft-proofing.

The issue quickly slipped off the political agenda. Depression quickly set in and council meetings at ACE became sorrowful affairs where talk was of doom and decline.

"The industry feels that there is a need to send the right signals. The visibility of the topic is important and so is the readiness of senior ministers to be associated with it," says Mr Warren.

Government, says Mr Warren, has to do the running. Mr Brookes agrees and so do most people in the energy-conservation business. But why can't the industry stand on its feet? "It's just not a very exciting subject. It's about saving and that's not considered interest-

## Draught proofing material is not inherently exciting

ing," says the ministry man from the overheated energy efficiency office in Victoria.

So it appears that yet another barrier for the energy-efficient industry is deeply entrenched and horribly negative attitudes to saving energy.

"Of course energy-saving can be made sexy," says Adam Lury, a partner in the team of Howell Henry Chaldecott Lury. His company has done highly unusual, but successful, campaigns for First Direct bank, Fuji Film, Molson lager and Maxell audio tapes.

But is it really possible to make draught-proofing material exciting and desirable? "It's not that by redesigning and repackaging the product you could get people to say 'want one'. No one would have thought 10 years ago that you could make a supermarket or a bank sound interesting," says Mr Lury.

Mr Warren has heard this before. "The industry has been promoting its products. But the difficulty has been that they have been in a vacuum because of lack of government support."

Regardless of how effective the marketing strategy has been - and even if the government has to conclude that the whole industry is run by clowns (in which they would be wrong) those are the people that the government is going to have to work with to find solutions to environmental problems.

Mr Warren's argument, among many, is that government needs to support the industry, for without it, the country will have difficulty meeting its targets to reduce carbon dioxide.

"You have to recognise that you're not going to get the levels of CO<sub>2</sub> savings, and the sort of financial savings that everyone knows are there, without getting heavily involved on a national basis."

He says the industry needs to triple in size if the UK is going to make the fuel savings that are thought necessary to contain environmental problems such as acid rain and global warming.

Peter Knight

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## ENERGY EFFICIENCY 5

Office power bill savings become a national objective

## Too little money to burn

THE ENERGY costs of the UK's public and office buildings runs at some £660m a year, around 22 per cent of their total services bill. Yet they are also the most controllable costs. Cuts of at least 30 per cent can often be made by better housekeeping, according to the Building Research Establishment of the Department of Energy.

The office sector is one of the government's leading targets for saving money through more efficient use of energy. Its approach is likely to strike a chord among private companies less interested in macro-economics and environmental benefits than in improving their own balance sheets.

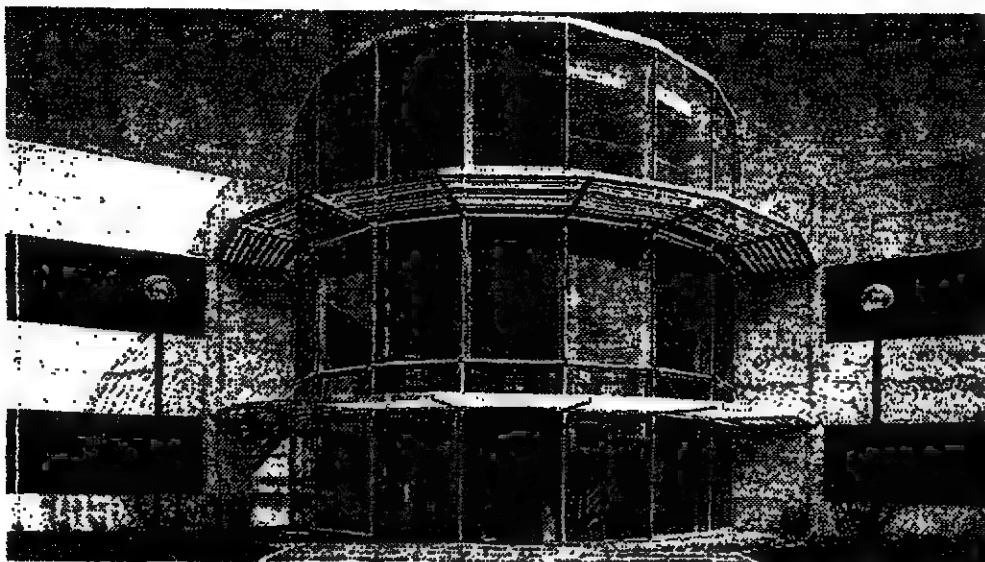
However, the means to energy efficiency vary widely and it is not easy to steer through the sea of schemes, consultants and suppliers of equipment. Energy efficiency in offices depends on several factors: the building construction, the type of technologies and fuels used, the management of the system. But the relative weighting of these factors is confusingly different.

There have been major advances in lighting equipment. Some of the new smaller, high-energy fluorescent tubes are about 40 per cent more efficient than the older larger tubes. High-pressure sodium and metal halide lamps are also very efficient. Luminaire control units using solid state ballast give around 30 per cent energy reduction for about the same light output.

Among heating systems, condensing boilers are particularly efficient. They gain extra efficiency by capturing "waste" heat vented away in the flue gases and from water vapour given off during the normal gas-fired heating process. This makes any combustion process boiler more efficient.

Then there are increasingly clever computer-based energy management systems. They dispense with individual control of services and manage the lot automatically, using a pe-linked to intelligent local controllers. These can be programmed to save energy by turning lights on and off (with the help of infra-red sensors) depending on whether a room is occupied or not, controlling heating by taking solar heating into the reckoning, and so forth. They also act as general monitors checking fuel consumption, highlighting trends and will activate security systems.

Yet for all their cleverness,



The Milton Keynes Power House: designed to ensure half price operating bills for its occupants

computerised energy management systems are not a panacea, and it is widely believed that they are not worth installing in offices with an energy bill of under £20,000.

In fact "energy-efficient" office buildings rely less on outlandish new technologies than on a new attitude to building design. Even energy-efficiency showcases such as the Solaris and Power House office buildings at the Milton Keynes Energy Park use simple procedures such as double glazing, draught proofing, sensible levels of wall and floor insulation, external louvers.

Plus intelligent design of windows and all glazed areas to maximise the use of daylight. They also include less commonplace features, such as the best ventilation systems backed up by heat exchangers and computerised energy management. But the real innovation is that all the energy saving techniques are used methodically as part of a total design.

Attempts to change public attitudes are also made by the Energy Efficiency Office and the Building Research Energy Conservation Support Unit (BRECSU). They coordinate the government's efforts on energy efficiency and provides technical information and guidance and basic advice on good energy-saving habits. There is indeed a certain pains-taking emphasis on energy efficiency that does not involve technologies or major refurbishments.

"We are concerned not just

with energy efficiency in prestige buildings such as those at the Milton Keynes Energy Park, but also with improving existing buildings using standard measures," says BRECSU departmental head Dave Hampton.

"Our aim is to set a code of good practice on energy efficiency, striking a compromise between what can be ideally achieved and what the building industry and tenants are prepared to pay for." For example, double glazing, which is an

essential element in true energy efficient buildings, is by no means standard in UK office buildings. But this, as anything else requiring a big capital investment not immediately recoupable, would be difficult to enforce, says Hampton.

Another route to energy efficiency in the office is to hand the problem to somebody else. This is likely to be one of the UK's Contract Energy Management companies, which act as consultants, equipment suppliers, installers and finance houses in one.

Having analysed the client's requirements, the contractor will install and monitor the recommended system, and finance the capital investment. This is amortised from a share of the energy savings. There are only a handful of

such companies, and they should not be confused with the immense number of plain consultants and equipment suppliers. The main players include Associated Heat Services, Mencon, Emstar (Shell subsidiary), EP Energy, and National Power, all of which emphasise the separation of their judicial and executive powers. Indeed their consultancy and finance schemes are handled by separate divisions within the company.

They, and specialist tariff analysts, also draw attention to the price which their clients pay for their energy. Tariff analysis is an area of consultancy that is becoming increasingly relevant.

Some companies pay for more units or calls than are actually used, due to accounting and computing errors. Many customers also have old-type meters which calculate in imperial units while central meters at the Board are metric, a discrepancy that leads to inaccurate billing. Some users who are eligible for cheaper tariffs continue to be billed at higher rates.

With privatisation of electricity and gas the situation has become more complicated since charges have become negotiable. Tariff analyst consultants see themselves as the equivalent of tax consultants which can tell the users how to use the rules to their best advantage.

Laura Blair

Common sense is often as rewarding as high technology

## Battery hens that provide their own power

CHICKEN manure is not the most glamorous of fuels, but burning it to provide warmth for the poultry that produced it saves a Gloucester farmer up to £42,000 a year.

The litter is burnt in a conventional coal-type boiler which was modified by Thermo Engineers, a company from the duck country of Aylesbury. The left-over ash retains its nutrients and is sold to fertiliser makers.

Cheaper heat has enabled the farmer to increase ventilation which improves the quality of his chickens.

While new technology, especially microelectronics, might play a crucial role in improving energy efficiency in industry, the chicken farmer's experience - promoted by the UK's department of energy - shows that good ideas and effective management are important too.

Energy represents, after wages, industry's largest manageable cost. It can account for 15 per cent of production costs, according to Dr Glenn Brookes, executive director of the Energy Systems Trade Association (ESTA). He says up to 10 per cent of industry's energy costs can be saved merely by training, motivation and making someone responsible for energy management.

New technologies, or improvements made to existing energy plants, can bring substantial savings. "Many of these investments will yield rates of return of 50 per cent or more," he says.

Dr Brookes's enthusiasm is natural. He represents 80 companies that provide energy-efficiency products and services, from consultancy through to advanced boiler controls and monitoring equipment for electricity and gas.

But his arguments are not entirely bloodless. There is clear evidence, provided by the UK government's Energy Efficiency Office, that energy conservation is relatively easy to achieve. The necessary capital costs can be paid back reasonably quickly in fuel savings alone. Environmental benefits are an added bonus.

For example, Rotherham

Engineering Steels has shown that an oxygen trim control on its steel reheating furnace provided energy savings worth £65,000 a year. Costs were paid back within six months.

Similarly, Peugeot Talbot in Coventry, working with PA Consulting and Infra Rouge Systems of France, replaced its gas-fired refinishing oven with a computer controlled infrared stove oven. This saved energy and increased the speed at which vehicles could be processed. Total savings are £332,000 a year, of which energy savings contribute £287,000 a year. The investment of £272,000 was paid back within 10 months.

Yorkshire Brick Company of Barnsley modified its tunnel kiln to improve the distribution of hot air and to give better cooling controls. Output

Lucas Ingredients, a food processor in Cambridge, modified its spray drier to use its hot exhaust gases to pre-heat the air entering the drier. The modifications, supplied by Osprey, saves some 340 kilowatts of energy and reduces fuel consumption. The capital investment was paid back within two years. Dryers consume up to 12 per cent of energy in industry, according to the SP5 Dryer Advisory Service based at Harwell laboratories.

Last month, Hoover signed a £14m energy-management contract for its factory in Wales. Emstar, a Shell UK subsidiary, will modernise the factory's energy systems and predicts an operating cost saving of £100,000 a year.

Emstar's plans for the Hoover factory demonstrate how the improvement of equipment combined with better monitoring and analysis of the collected data can produce significant savings. Whizz-bang technology is not necessary.

Hoover's old centralised boiler plant will be replaced with 19 low-pressure hot-water boilers. Radiant heating will be installed to keep workers warm in the main factory areas. Gas-fired warm-air systems will be set up for the enclosed areas. Lighting circuits are to be replaced and a control system installed so that, for example, all lights in the factory will be automatically switched off when workers go home.

The technology is new but not revolutionary. Advances in electronics, however, have given energy managers much greater flexibility and reduced, in some instances, the capital costs of changing existing systems.

In IBM's Greenock, Scotland, plant the office buildings were consuming too much electricity because there was little control on the lighting. A quote to rewire the buildings, adding simple time controls, came to £47,400. This did not give IBM an acceptable payback.

A year later another quote to do the same job came in at £31,500. This time, instead of

physically rewiring the building, the switching controls were separated from the mains. This made the modifications less disruptive and cheaper. IBM's investment was paid back in under two years.

Military research is also helping conserve energy. It is possible to take a photograph of a building with a special camera that detects heat loss.

It is possible, for example, to take an aerial picture of a building and use it to determine the quality of insulation and to pinpoint heat loss.

The infra-red sensor in the camera converts the different levels of heat that escape from a building into an electrical signal. This signal is converted into a computer-type photograph which is interpreted by specialists.

Although advances in tech-

A stroke of the pen was all that was needed

nology will certainly ensure further improvements in energy efficiency, the emphasis still remains on effective management and the appropriate costing of energy.

Last month, for example, British Gas reviewed its cost structures for medium-sized users. Its former price schedule made it cheaper for some business to buy more gas than they needed. Excess gas was burnt off in what became known as the "flame of shame".

After considerable pressure from companies such as Olives Paper Mill in Lancashire, which makes recycled paper and trades on its environmentally-friendly image, British Gas, which also promotes itself as a green company, changed its pricing policy.

The flame of shame, which Olives refused to burn, was extinguished in other parts of the country. A simple stroke of the pen, not clever technology, was all that was needed for less waste and greater efficiency.

Peter Knight

Most energy wastage occurs in the home, writes Peter Knight

## Black mark for white goods

THE LAST cup of tea might have been delicious but it probably contributed to global warming and acid rain. The power station - that burnt the coal that produced the electricity that heated the kettle - belched pollutants into the air to boil the water.

The good news in Britain is that you can feel just a little less guilty than your, say,

French counterparts. You need a jug-type electric kettle - a reasonably efficient gadget - while they boiled their water in an inefficient pan.

For this is the complicated and sometimes paradoxical world of domestic appliances where the cheapest gadgets can cost more to run, and the more expensive much less.

Twenty-one per cent of the

UK's electricity is used to drive household goods. The figure includes fridges, freezers, cookers, home laundry, lighting, television and dishwashers, but excludes space and water heating.

That consumption is the equivalent of 11m tonnes of carbon pumped into the atmosphere, according to a recent report prepared for the Department of Energy.

Just keeping those fish fingers frozen and drinking a few cups of tea while watching television is nearly as environmentally naughty, it seems, as chopping down the rain forests.

There are plans to make us more efficient at consuming electricity in the home. The EC has firm proposals (described on the opposite page) to improve the energy efficiency of domestic appliances. And the UK Government has proposed a voluntary energy-labelling scheme to help customers make more prudent choices when buying a new appliance.

At a recent meeting between manufacturers and civil servants most people were keen to start the scheme as soon as possible. One trade association, however, requested much more time, a plea it also used to obstruct a similar initiative in 1979.

There are rudimentary energy-labelling schemes in Germany, France, Denmark, Brazil and the US. The schemes do not cover all domestic appliances and are not considered effective. The basic energy consumption figures on which these schemes are based is available to UK shoppers, but in small print and in a format that is difficult to understand.

The labelling scheme proposed in the Government's recent white paper on the environment will make energy information more accessible to shoppers.

The Government also wants to establish minimum standards for energy efficiency in domestic appliances. It remains to be seen how low these standards will be because the UK, unlike some of its more determined neighbours, wants customers to retain their freedom to choose how much energy they waste.

According to figures prepared by March Consultants

for the government, the waste is quite considerable. For example, if all existing domestic appliances in the UK were replaced with the most efficient models available, electricity use in households would be cut by up to 45 per cent.

A 60 per cent saving could be achieved if improved products, now under development, were used. This would benefit the environment and cut £1.5bn off electricity bills.

But there are many barriers to prevent such savings. First, consumers are largely unaware of the relative efficiencies of household products. And the potential savings of buying efficient (and usually more expensive) products are often not great enough to discourage choosing the cheapest.

This means that any energy-labelling scheme will have to be backed by a clever and effective publicity campaign to explain the benefits of efficiency. Such campaigns have not been effective in the past.

"If the budget is big enough I think it would be possible to make the campaign work. But it would cost too much to do it by advertising alone. You will have to provide other incentives," says Mr Ray Glickman of March Consultants.

Second, the benefits could be enhanced by making electricity more expensive by taxing it. This will increase the savings and it will then make more sense to choose efficient rather than cheap products.

Third, minimum standards for efficiency could be high. This will force manufacturers to produce the desired products.

All three possibilities demand hefty government intervention. It is just not in the interests of manufacturers or the electricity supply industry to promote energy efficiency. And consumers are, on the whole, blissfully ignorant of the potential benefits.

The UK government, unless it is pressed by the EC, seems hesitant to push for anything other than voluntary agreements. The cost of a cup of tea, for both the drinker and the environment, seems unlikely to drop in the near future.

Energy Efficiency in Domestic Electric Appliances. HMSO £24.

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## ENERGY EFFICIENCY 6

Walter Patterson on the boiler revolution

## In the firing line

COAL is the most abundant fossil fuel, widely available from many suppliers at advantageous prices. But when burnt it releases sulphur and nitrogen oxides - precursors of acid rain - and carbon dioxide, responsible for perhaps 50 per cent of the "greenhouse effect" of global warming. Making coal-use at once cleaner and more efficient poses a challenge both to engineering and to energy policy.

Traditional pulverised-fuel power stations can be "backfitted" with cumbersome "flue-gas desulphurisation" (FGD) plants to reduce sulphur emissions. Several hundred FGD plants are already installed and operating. FGD, however, lowers the fuel efficiency of a coal-fired station, from perhaps 36 per cent to 33 per cent. The sulphur emitted per unit of electricity decreases, but the carbon dioxide emitted increases.

Recent technical innovations, however, can cut sulphur and nitrogen emissions from burning coal while actually increasing overall efficiency, and thereby simultaneously cutting carbon dioxide emissions. Two concepts in particular are taking the lead: "fluidised-bed combustion" (FBC) and "gasification".

In FBC, coal or other fuel is injected into a turbulent bed of incandescent solid particles kept in motion by airflow from below. FBC operates at a temperature low enough to minimise formation of nitrogen oxides. If ground limestone is injected with the fuel, the calcium in the limestone reacts

with the sulphur to form solid calcium sulphate that remains with the solid waste. With suitable fuel-handling gear, an FBC unit can burn not only any coal but also a wide range of other combustible materials, including peat, wood, refuse and even pit spoil. This flexibility allows users to burn the most economical fuel available, and to switch readily from one to another as conditions change.

The attractions of FBC have prompted many of the world's major engineering companies to develop a rapidly expanding catalogue of designs. Within the past decade companies such as Asea Brown Boveri (ABB), Ahlstrom, Deutsche Babcock, Foster Wheeler, Lurgi and many others have won orders for well over 300 FBC units worldwide - industrial boilers and furnaces, cogeneration plants and a growing number of utility units specifically for electricity generation.

As a combustion technology, FBC is no more efficient than traditional pulverised-fuel firing. But its ability to control noxious emissions, coupled with its suitability for units of 100-400 Megawatts of heat output, makes it particularly attractive for high-efficiency applications such as cogeneration of electricity and heat,

when the heat has to be delivered to the immediate neighbourhood.

In contrast to the traditional dirty and unsightly image of a coal-fired plant, modern FBC units are often built in city centres, meeting not only the most stringent emission standards but also other local planning constraints. The pressurised FBC units built by ABB at the Vaertan cogeneration plant, for instance, are burning coal in the heart of Stockholm.

The Duisburg FBC cogeneration plant built by Lurgi is burning coal right next door to Duisburg town hall. The Roermond FBC cogeneration plant built by Deutsche Babcock in urban Saarbrücken is the latest in a series of advanced coal-fired plants to win Power magazine's Environmental Protection Award.

FBC, nevertheless, faces increasing competition from another innovative combustion technology: gasification. Fuel gas from coal has been familiar for two centuries. But modern gasifiers have increased efficiency and throughput from another innovative combustion technology: gasification. Fuel gas from coal has been familiar for two centuries. But modern gasifiers have increased efficiency and throughput from another innovative combustion technology: gasification. Fuel gas from coal has been familiar for two centuries. But modern gasifiers have increased efficiency and throughput from another innovative combustion technology: gasification.

Keeler and Krupp-Koppers, among others.

Modern gasifiers produce fuel gas of moderate calorific value. Although this gas is not of pipeline quality, it can be burned directly in a gas turbine-generator, the hot exhaust from the gas turbine and heat from the gasifier can raise steam for a steam turbine-generator, boosting the overall efficiency of electricity generation well above 40 per cent. The concept is called "integrated gasification combined cycles" - IGCC.

Demonstration IGCC stations using various designs of gasifier have been operating since the mid-1980s, with very encouraging results. The first commercial-scale plant, based on the Shell gasifier, is now under construction at Buggenum, in The Netherlands. Due to start up in 1993, the Buggenum unit will deliver 265 megawatts of electricity. If it succeeds, the Dutch electricity association, SEP, intends to proceed to a 600MW unit near Rotterdam.

FBC and gasification can even be combined in a single plant, to increase flexibility and further enhance efficiency. Lurgi has built a 100MW FBC plant for Berlin Power and Light. But a proposition now under discussion would add a

gasifier and gas turbine - a so-called "topping cycle". The gasifier would supply fuel gas to the gas turbine; the FBC unit would burn the solid residue from the gasifier, and all the various heat sources would raise steam for the steam turbine, boosting the plant's maximum capacity to 180MW and its efficiency well over 40 per cent.

Some questions still remain. Trapping sulphur in FBC requires large quantities of limestone or other "sorbent" whose quarrying and transport has significant environmental impact. Although the solid waste from FBC appears essentially innocuous, the amount may present disposal problems. Some research, notably in Canada, indicates that sulphated FBC waste may be useful building material. Depending on the gasifier design, waste from IGCC may give rise to similar issues, although some gasifiers produce a fused granular aggregate that has been certified harmless and may be used, for instance, for roadways.

While the advanced coal technologies have made great strides elsewhere, in Britain they have yet to make their mark. But their proponents continue to believe that Britain, too, will benefit from better use of its most abundant fossil fuel.

(Walter C. Patterson's new report, *Coal-use Technology in a Changing Environment*, can be obtained from *Financial Times Business Information*, 84-84 Broadway, London SW1E 0DB, telephone (071) 799 9022.)

Combined Heat and Power

## Popularity at last

COMBINED heat and power - whereby both are generated from a single source - is being taken seriously at last. The government's white paper on the environment published in September pledged to double the UK's combined heat and power (CHP) capacity to 4,000 megawatts by the year 2000.

CHP isn't new - it has been around for the best part of the century - but changes both in the way it is marketed, and the energy demands of customers have made it more attractive than ever before.

That is obvious from the number of large energy consumers building CHP plants, and the number of large energy suppliers moving into the CHP contracting business.

CHP systems, which range from large on-site industrial plants to small boiler-size units in hotels, are energy-efficient, convenient and cheap, because they generate both electricity and heat (or steam) in a process that recaptures waste heat.

Co-generation, as CHP is also known, can increase the overall efficiency of fuel utilisation to around 70-80 per cent, compared with around 30-35 per cent in conventional power stations and plants can be up to 80 per cent efficient, compared with 30-35 per cent at a conven-

tional power station. Small units thus supply customers with cheaper electricity, as well as competitive heating - most boilers are less efficient than CHP units.

Savings can be considerable. And because they can cut carbon dioxide emissions by over 70 per cent below the national average, co-generation systems are relatively environmentally friendly. UK carbon dioxide emissions could fall by 15 per cent, the government estimates, if CHP capacity reaches 30,000MW by 2020.

A Department of Energy report (based on 1988 research) shows CHP representing around 3 per cent of the UK's total 60,000MW electricity capacity.

Of that 2,000MW around 1,500MW was large on-site industrial plants, and only 100MW was units used to supply either urban districts or individual buildings with heat.

The report expects another 850MW of new CHP capacity in 1991, and new industrial plants, 350MW for district heating schemes and buildings, and another 1,000MW or so for large CHP schemes based on combined-cycle gas turbine technology proposed by companies such as Shell, ICI, and Mobil for on-site generation.

But CHP could grow far faster. In its report to the Inter-Governmental Panel on Climate Change, the Department estimated that, given government support, there was no reason why CHP could not be used to supply 30,000MW by the year 2020 - between 25 and 50 per cent of the UK's expected total electricity by that time.

Demand for small units, suitable for installing in buildings like hotels or hospitals that need continuous power, heating and hot water for the best part of 24 hours, is particularly strong. CHP is less attractive for buildings that only need power in office hours.

CHP does have drawbacks for small users: it provides a constant base load but will typically need to be topped up by a boiler system at peak times, and that can be uneconomical.

At the time of the Department's study, there were almost no small units in use: now the Department has identified 4,000 sites that could realistically use CHP, bringing the total to 350MW. Philip Drew's more ambitious esti-

mates stand at 3,500MW or 7 per cent of UK demand.

One of the reasons why this market is so attractive has been the recent emergence of "packaged" CHP, an idea conceived by Combined Power Systems, or CPS, a leading player in small scale CHP.

The attraction of packaged CHP is that the company does everything: installs, maintains, and owns the unit; the customer simply pays a bill like a conventional electricity bill, although he does have the option of buying the unit too. Units, which typically cost £20-30,000, are remotely monitored and need no attention from the customer.

Expected savings, says CPS, can be up to 50 per cent of equivalent energy costs, and because of low maintenance costs the payback period for a unit can be as short as two years.

Major players are also entering the CHP field, either as suppliers and marketers, like CPS, or as contractors who help finance, instal and manage a tailor-made system for an industrial customer. Again, customers can buy the unit in instalments spread over time in their bill from the contractor, or they can simply pay a fee for its use.

"Companies are tending to contract out more," says Mr David Green of the Combined Heat and Power Association (CHPA). "They are doing more to save energy."

Electricity privatisation, finally, has had a considerable impact on the future of CHP. "It has encouraged fresh thinking about alternative ways of using electricity in the industry," says Mr Green.

There are, however, still obstacles to the growth of the CHP market. There has been little international recognition of its potential, and the European Commission in particular has failed to put any real pressure on European nations to consider CHP.

"The European Commission always talks very positively about CHP," says Mr Green. But, "what they have done is limited to research and development. In terms of financial incentives or specific measures, they haven't done anything."

Juliet Sychemova

## NATURAL GAS

## North Sea challenger

A BATTLE is underway between the suppliers of natural gas and electricity, the two dominant energy sources in the UK. Each seeks increased sales, while encouraging users in industry, commerce and the home to take measures to conserve the amount of energy they consume and so reduce sales.

To meet the challenge from electricity, British Gas has turned to the environmentally friendly fumes of gas.

Environmental considerations lay in some of the projects that won gas energy management awards under a scheme promoted by British Gas.

VSEL, the UK's only submarine builder, currently building Trident nuclear deterrent submarines, won the space heating and hot water award. The VSEL scheme to modernise and improve the efficiency of the heating at its Barrow-in-Furness shipyard involved the replacement of central boilers with gas equipment installed at the point of use. VSEL will ultimately save 2.1m therms a year, as a result of the installation of a decentralised heating system, a saving of energy of more than 40 per cent on the previous centralised space and hot water heating system.

The previous system was based on five central oil-fired boiler houses supplying steam to buildings on the 157 acre shipyard site. British Gas recommended a diversified heating system with gas fired heaters in individual buildings. Up to 1,000 individual heaters in more than 100 buildings at VSEL will be installed over the five years of the project.

The heating systems and controls will be tailor-made to the needs of each building, so radiant heating was chosen for the foundry and a warm air system for the machine shops, where a steady ambient temperature is necessary for the machining of expensive metals to very close tolerances.

In the steel industry, large savings in energy consumption have been achieved by Rotherham Engineering Steels, part of United Engineering Steels, through a change from ingot to continuous casting technology. The steel blooms, weighing up to 10 tonnes, from the continuous caster, are fed to two new furnaces operated by natural

gas, which reheat the steel blooms prior to rolling.

The change from ingot to continuous casting incorporating the gas furnaces has reduced the energy consumption at the plant by 25 per cent.

On a smaller scale, one of the most successful examples of the conversion of an inefficient heating system into a high efficiency heat and power system has been completed at the Magnum Leisure Centre, Irvine, Scotland. Six years ago, 245,000 therms a year were needed to heat the centre and its swimming pool and cool the ice rink. British Gas carried out an energy audit and recommended a system that would combine the production of its own electricity with enough heat for its own requirements.

This is a combined heat and power (CHP) plant. Three 90kW gas engine driven electricity generators were installed. The electricity powers the compressors and pumps of the ice rink chilling system, while heat is recovered from the engine and used to warm the swimming pool water and for space heating in the centre.

The change to a CHP system to meet the needs for electricity and heat saved £40,000 a year in total running costs. The annual consumption of energy has fallen by 26 per cent.

Another example of improved efficiency in the consumption of natural gas arising from the use of CHP is the large system installed at Allied Colloids, in Bradford.

The company makes chemicals for agriculture, paper making and oil production. Its operations involve substantial requirements for electricity and on-site generated steam.

To improve efficiency, the company installed a 6MW natural gas powered turbine and a boiler to use the waste heat from the turbine in an operation which increases the efficiency of electricity and steam generation. The cost savings were originally estimated at £750,000 a year, with a payback of capital in three and a half years.

In operation, the combined heat and power system has been shown to have an efficiency of 92 per cent.

Lynton McLain

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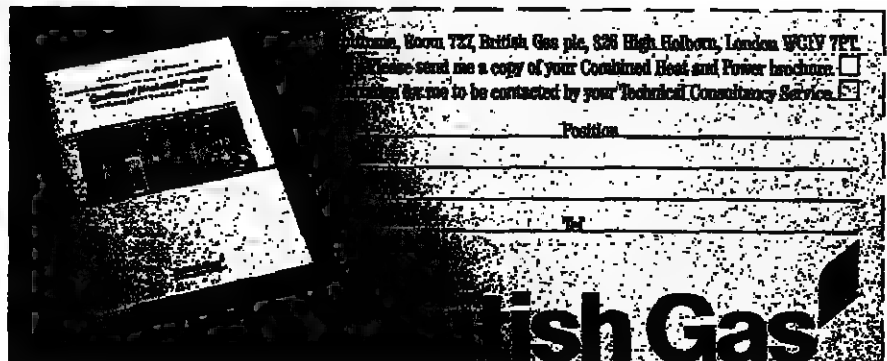


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## RECRUITMENT

JOBS: Trends suggest that US and UK employers react to recession in very different ways

## Outlook brightens for executive demand

By Michael Dixon

THANKS for your thoughts on what is happening in the sales and marketing trade. While they have not cleared up the mystery entirely, at least the Jobs column is now confused at a better informed level.

When I asked the question a fortnight ago my prime concern was the United Kingdom where advertised demand for marketing and sales recruits has plummeted. For the benefit of anyone who was not in the congregation two weeks back, I had better repeat the figures which came from the MSL International consultancy's counts of higher-ranked posts advertised in UK national journals.

In Britain's last recession nine years ago - or, to be precise, over the 12 months to September 30 1981 - the tally of executive jobs of all kinds was 17,888. Of that total, 3,548 or 19.8 per cent were for sales and marketing specialists.

In the 12 months to September 30 this year, the total was far higher at 24,796. But the number in marketing and sales was down to 3,840 or a mere 9.9 per cent.

The drop struck me as too steep to be fully explained by the present recession. So I asked if readers had evidence of structural change in the way selling and marketing are done. For example, is the trend to

fewer and bigger companies with central buying functions reducing the need for sales people? Are traditional representatives being replaced by backroom staff at computer screens?

Judging by the 27 replies so far, some structural change is afoot not only in the UK but in continental Europe besides America. Demand is being cut both by central bulk-buying and by decreases in the number of suppliers. And although computer-based handling of customer contacts is not in much evidence outside finance, another factor has been spotted by the Northern Business Information consultancy of New York.

Among other things, it keeps watch on the worldwide telecommunications industry where it has noted an international vogue for "delayering", or excising whole wedges of middle managers. It adds that the surgery is being done in two main ways.

The first is by early retirements, at heavy cost. The other is to move "thousands of people" from behind-the-scenes management to marketing and sales, cutting demand for new

recruits. The consultancy thinks the same may be happening in other industries to boot.

Nevertheless most of the replies claim that such structural changes are having far less effect than employers' reactions to recession, which three readers say differ markedly between the UK and the United States.

One of the trio, also in New York, is Englishman David Werner who besides running an executive-placement company keeps count of job-openings for higher rankers in America. He finds that while overall recruitment has plunged in the US too, there has been a rise in demand for sellers of certain types. They are "results now" merchants, as opposed to longer-run marketing staff, engaged to pay for their hire within three months or so.

"It reflects the entrepreneurial spirit of American bosses whose instinct is to sell themselves out of trouble," Mr Werner says. British employers' response is typically the bureaucratic one of saving costs.

Even if so, however, the outlook has now brightened a bit. A finely detailed review of the UK figures

shows that in 1981, the main reason for the high share of total job-openings going to marketing and sales people was that demand for them was already rising ahead of recruitment of other staff.

Moreover, although their share was only 9.9 per cent across the 12 months to September 30 this year, a quarter-by-quarter analysis shows it has been edging up. From 8 per cent in October-December 1989, it went to 9.7 in January-March, 9.9 in the next three months, and to 11.6 per cent in July-September.

So, with David Werner reporting that total US demand has now nudged off the bottom, we may well be in for a happier new year than I had feared.

## Graduates' work

NOW to the table alongside which outlines the activities taken up by the 1989 crop of bachelor-level graduates from British universities, polytechnics and colleges, together with comparative figures for their predecessors in 1988.

The first five columns of figures cover the entire output of degree-winners, whatever the subject they studied.

The next two sets of three columns apiece refer to those who took pure sciences, and those in

engineering and technology of various sorts. Both sets exclude people who combined a science or technology subject with a topic in the arts or social studies.

As may be seen, the table throws up a problem for pundits

who maintain that Britain does not produce enough graduates for its economic good. The biggest group in both years were those who had simply disappeared from their Alma Mater's ken by December 31 of the year in which they took their degree. The second biggest were those who at the same date were either in no more than a short-term job, not available for paid work, or unemployed.

Where new degree-winners went	GRADUATES IN ALL SUBJECTS			Pure sciences			Technology		
	1989 no.	% of total	% of 1988	1989 no.	% of total	% of 1988	1989 no.	% of total	% of 1988
Total gaining bachelor's degrees	121,949	100.0	119,917	20,809	100.0	100.0	18,784	100.0	100.0
Whereabouts unknown at Dec 31	16,361	13.4	14,815	2,190	10.6	10.0	2,168	11.5	9.8
Returned or moved overseas	8,286	6.8	8,088	915	4.4	4.4	2,159	11.5	12.3
Further academic study in UK	9,172	7.5	8,912	3,704	17.8	15.9	1,139	6.0	6.4
Teacher-training	3,941	3.1	4,010	729	3.5	3.9	71	0.4	0.5
Other training (including legal)	8,126	6.7	8,126	530	2.5	2.9	492	2.6	1.9
Administrative & managerial work	5,521	4.5	5,801	686	3.3	3.9	688	3.7	3.9
Research, design & development	9,528	7.8	9,477	2,139	10.3	9.1	5,152	27.4	29.4
Engineering & science support	1,255	1.0	1,314	533	2.6	2.9	461	2.5	2.2
Environmental planning	3,876	3.2	3,837	135	0.6	0.6	3,107	16.6	16.4
Buying, marketing and selling	4,956	4.1	5,391	645	3.1	3.0	272	1.4	2.0
Management services	4,675	3.8	4,805	70	0.3	0.3	714	3.8	4.2
Financial work	9,133	7.5	9,538	1,642	7.9	8.0	476	2.5	2.9
Information & legal work	1,528	1.3	1,464	103	0.5	0.7	32	0.2	0.2
Personnel & welfare services	8,833	7.3	9,815	525	2.5	2.5	313	1.7	0.6
Teaching and lecturing	5,680	4.7	5,841	387	1.9	0.5	29	0.2	0.1
Other kinds of work	4,629	3.8	4,813	186	0.9	0.9	257	1.4	1.5
At best short-term UK job	15,547	12.7	14,465	2,715	13.0	13.1	1,264	6.7	6.7

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The post, which is key to the success of the venture, will have a broad range of responsibilities encompassing assistance with the selection and implementation of computerized systems, recruitment of key staff and the control of an extensive customer portfolio.

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Candidates who have the experience and personal qualities sought should write with full CV to Mavis Would, at the address below.

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071 873 3607

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071 873 3199

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## Global Fund Managers

Our Client, part of a major Investment Management Group, currently seek two Fund Managers to be based in the Far East. They seek capable people who are prepared to be Global generalists and combine a marketing role with hands-on fund management.

The job content covers both Corporate and Private Clients and calls for people who are prepared to make a commitment to the Region of at least three years and who want the advantages of long term career development in a major group.

## Hong Kong

Our Client seeks a Senior Fund Manager with at least seven years experience of international fund management and an understanding of private client work. The candidates need not necessarily have worked in the Region but an awareness of the importance of the Far East is key. The position carries Regional responsibilities and will be made at Director level in the Client's Far Eastern company.

## Singapore

The person sought should have at least three years experience and be prepared to work in a development situation, building up a business in the most rapidly expanding part of the Pacific Basin. Age is likely to be mid to late twenties and the ability to market is important. A particularly high level of energy is required.

In addition to generous salaries the successful candidates can expect normal Far Eastern benefits including accommodation, education for children where appropriate, pension and holiday travel etc.

Please contact Colin Barry, the Company's Adviser in this matter at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Tel: 071-248 0355. Fax: 071-489 1102.

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This represents an outstanding opportunity for the right individual. To discuss it further, in strictest confidence, please contact Christopher Lawless or Stuart Clifford on 071-831 9988 (or 081-874 9417 outside office hours). Alternatively write to The Bloomsbury Group, 11th Floor, New Oxford House, 137 High Holborn, London WC1V 6PL (Fax: 071-831 4771).

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NHS Estates, as an Executive Agency, will be accountable to the Secretary of State. An Agency Advisory Board will advise the Chief Executive on the strategic direction of the Agency. It will have 130 staff and a revenue budget of £9m p.a. Its planned launch will be on 1 April 1991. The aim is to deliver high quality public services more efficiently. Initially located in London, NHS Estates will move to Leeds from April 1991 onwards.

The transition to Agency status will involve the management of complex organisational change, including the finalisation of the Agency's policy and resources framework, introducing new management arrangements, establishing a fees and charges system with the target of making the Agency fully self-financing, establishing information systems and developing and introducing an organisational structure and style which will enable the Directorate's highly skilled multi-disciplinary staff (of architects, surveyors, engineers and administrators) to meet the challenges of Agency working.

Above all, the post needs high level business development, financial, human resources, information and management skills, preferably but not necessarily against a background of health building and estate management.

It calls also for vision in developing the Agency's role within the NHS reforms and the ability to command the respect of Ministers, the Management Executive and NHS senior managers. As Chief Executive the post holder will be fully responsible for the day to day management of the Agency, and accountable to the Secretary of State for its management and performance.

Candidates may currently be in either the private or public sector.

The appointment will initially be for five years with a mutual option after 3. Starting salary £47,000 (from January in London) plus performance related bonuses of up to £7,000 which may be awarded. A higher amount may be available for an outstanding candidate. There are good pension arrangements and assistance with relocation expenses may be available.

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Are you that special someone? We would like to hear from you.

**SECURITY:** No information will be given to our client unless authorised by you at a personal meeting. Applicants must state age, qualifications, experience, current earnings, contact phone number, and enclose a passport-sized photograph (non-returnable).

Please send your cv to Ref: 1368/FT, PA Consulting Group, 5th Floor, Bangunan Getah Asli (Menara), 148 Jalan Ampang, 50450 Kuala Lumpur, Malaysia. Tel: 03 2612322. Telex: 30233 PACOKL.MA. Fax: 03 2618231. Lesen No. 061.

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The Director will be responsible for generating and exploiting new fund-raising opportunities and for monitoring and promoting the development of relations with existing donors. The successful candidate should have experience of dealing with corporate management at the highest level; experience in, or knowledge of, fund-raising activities would be an advantage. OTE will be c£33,000 and will incorporate a significant performance-related element. The appointment will be on a rolling basis, its continuation dependent on the continuing generation of income.

Requests for application forms and further details, quoting reference REG/184, should be sent to: The Appointments Officer, Registrar's Department, UMIST, PO Box 88, Manchester M60 1QD. The closing date is 14 January 1991. An equal opportunity employer.

### HEAD OF RESEARCH SCOTLAND

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This new post will:   
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• organise and structure a service department adding value to their output   
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Candidates will probably have had some experience in a fund management or research environment but may now be within a different discipline.

Key qualities are management, organisational, planning and analytical skills.

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Ref A3350

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Ref A3360

In each case it is not expected that the salary and bonus package will prove a stumbling block to the preferred candidate.

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Please send full CV and covering letter to:

**Mr. Donald R. Lewis**   
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14 High Street   
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### Account Executive International

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Leading global PR group seeks dynamic, young account executive for European Operations office in Paris. You have 2/3 years agency experience, including some responsibility for international accounts, with English mother tongue and second European language. You are a self-starter excellent writer, skilled salesman, and good administrator. Healthcare or high-tech experience useful.

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Are you an editor or PR AE with a technical understanding? On top of English (proficiency), are you fluent in one or more languages such as German (preferably), French, Italian, or Spanish? And would you consider a challenging, long-term career in marketing communications while living in Germany but working in Europe? If your answer is yes and you are aged 25-35, you may be just what we are looking for. We are a consultancy with a strong focus on pan-European PR and direct marketing. Our multinational clients are in the investment goods, industrial components and service industry sectors. You can expect an interesting salary, a friendly, representative team, and an attractive working environment in a restored water mill just outside Frankfurt. Please mail or fax your CV and picture to:

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Ray Thompson - UK Human Resources Manager

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If you are interested in joining us please send a curriculum vitae in strict confidence to George Romanowski, Director, Human Resources, Wallace, Smith Trust Co. Ltd., Winchester House, 77 London Wall, London EC2N 1AB.

WALLACE, SMITH

Dresdner Bank Luxembourg S.A., the international trading and lending arm of Dresdner Bank Group, with its total assets of over DM 21 billion and more than 200 employees, holds a commanding position in the international financial markets. Within this framework, a suitably qualified candidate is now being sought for our

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The complex demands of this post offer you an

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Dresdner Bank Luxembourg S.A.  
26, rue du Marché-aux-Herbes  
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Tel: (352) 4760-1

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Interested applicants should forward their curriculum vitae to Sue Randall, Senior Personnel Officer, CREDIT LYONNAIS, 84-94 Queen Victoria Street, London EC4P 4LX. Tel. 071-634 8000.



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Not directly a line management function, applicants will need to be adaptable and flexible as the post will require the full range of contacts, from Service Station Management itself, to a developing role, at management level, on the international side of the Group. It will be a real role in a testing and exciting environment.

Spanish would obviously be an advantage but full lessons will be given to the right applicant. Salary and package negotiable.

Selected interviews will be held in the New Year. Please apply in writing, in the first instance enclosing full career and CV details to:

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Managing Director,  
Repsol (UK) Ltd,  
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London SW7 1QJ. Campsa

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Candidates should write, enclosing a comprehensive C.V. and detailing their salary requirements, on a strictly confidential basis to:

Mr. D. Gibson, FCCA, FCT, ACIB, General Manager (Finance), Portman Building Society, Portman House, Richmond Hill, Bournemouth BH2 6EP.

Interviews will be conducted either in Bournemouth or London.

**PORTMAN**  
BUILDING SOCIETY

# ACCOUNTANCY COLUMN

## Mission to keep contestants out of judges' beds

By David Waller

MR AUSTIN MITCHELL, Labour MP for Great Grimsby, fell off his bike 10 days ago. Until recently, he had a bandaged forehead, a black eye, cut hands and damaged knees. Hobbled around Westminster in black corduroy trousers, pink shirt, denim jacket and a fluorescent tie sporting a naked lady, Mr Mitchell was a frightening sight.

He looked like a bogeyman, and for the UK's respectable accountancy profession, that is what he had become long before he had his accident. His very name is enough to stir anger in the hearts of normally mild-mannered accountants. In the households of accountants, it is likely that mothers tell their naughty children to be good, or else Austin Mitchell will come to get them.

In the past, Mr Mitchell has had a go at other professions - estate agents and solicitors, for example - but now he has got the UK's tens of thousands of accountants in his sights. There have been 150 parliamentary questions so far on accountants in this session of parliament, and there will be dozens more. Mr Mitchell has written articles, made speeches and harassed ministers.

The profession has never been the subject of so much unwelcome attention, and the worry is that the attention may intensify if the Labour party wins the next election. A

band of accounting academics has drawn up proposals for a root-and-branch reform of the way accountants are regulated and the way companies present their accounts. Those are being considered by the opposition front bench while Mr Mitchell, a former junior frontbench spokesman himself, stirs things up.

Among the recommendations are that auditors of public companies should be rotated; accountancy firms should provide financial information about themselves; the provision of non-audit services (such as management consultancy) to audit clients should be curtailed; and the profession should be regulated by a statutory body akin to the Office of Telecommunications (OfTel), which monitors the telecommunications industry.

These proposals are anathema to accountants who treasure the right to regulate themselves and who have derived considerable commercial advantage throughout the 1980s from their statutory monopoly over auditing. They have enjoyed the right to sell consultancy services to audit clients and they have traditionally been secretive about their finances. Mr Mitchell has identified all the profession's sensitive spots and is keen to wield the scalpel.

"The profession is incapable of defining and enforcing its

own standards in the auditing field," he says. "The firms are too dependent on their clients. They are constantly going into beauty contests to get new business. The problem with beauty contests is that they often go to bed with the judges."

Mr Mitchell is the man solicitors have to blame for the abolition of their monopoly over conveyancing. His private member's bill - the Housebuyers Bill - was introduced in the autumn of 1988 and subsequently taken up by the government in February 1990. By contrast, the challenge to the accountancy profession seems in a less populist vein and Mr Mitchell agrees that it is hardly a vote-winner.

"Accountancy is not the stuff of manifestos," he acknowledges. "They're not going to be coming up to me on the streets of Grimsby saying: Austin, Austin, you're going to sort out the accountants, I'll vote for you."

He says his campaign developed less as a result of political calculation than by accident. Nevertheless, it coincides with a growing sense of disquiet in the commercial world about the role of auditors. The economy has lurched into recession and there have been several large corporate failures, including Colson and British & Commonwealth. In many cases, abuse of accounting



Austin Mitchell: "Firms too dependent on clients"

standards - and by implication, lax auditing - have contributed to the failures.

Mr Mitchell believes that the debate about auditors will intensify as recession deepens and more failures ensue. The barrage of parliamentary questions and articles will appear all the more salient - he hopes - the government all the more embarrassed about its non-interventionist stance on the regulation of the accountants and auditors.

How do the accountants react? The senior partners of one of the big firms could not conceal his enthusiasm for a man who had brought wit and humour to the most arid of disciplines. Mr Mitchell had been "brilliant" in a debate hosted by the Government Accountancy Service a few weeks ago.

Another senior partner, Mr Brandon Gough of Coopers & Lybrand Deloitte, says the profession has nothing to be ashamed about. "The big firms have made a massive contribution to accounting and auditing. We invest millions in trying to do things better. We have ploughed enormous resources into professional activity and we can be proud of our contribution."

Mr Michael Lickiss, president of the Institute of Chartered Accountants in England and Wales, recently defended

the way the profession has responded to the challenges of the past decade. "It's not too surprising in a recession that some of the 500,000-plus UK companies which get audited go bust, and equally unsurprising that people lash out in every direction afterwards. The biggest problem is not the way the accountancy profession is structured, but people's expectations."

"Our own rules on independence are far tougher than any statute would be under a Labour government."

He says that the new system of regulation of auditors - which comes into force next year under the Companies Act 1989 - should be given a chance. He also draws comfort from the restructuring of the process whereby auditing standards are set. The Auditing Practices Committee, the body that sets the standards, is to be replaced with an Auditing Practices Board. It was announced last week. Members of the board will be drawn, Dearing-style, from industry as well as the profession.

"I hope that what I'm doing will force the accountancy profession to take an intelligent look at itself," Mr Mitchell says. "Professions in competitive, open societies need to be constantly upgrading their standards and scrutinising themselves. That is good for society."

### ACCOUNTANCY APPOINTMENTS

## Divisional Financial Controller Major Public Company

Our client is a major international public company in the importation and distribution industry, with operations in the U.K., Ireland and Northern Europe. The Group has pursued a highly successful strategy of expansion through acquisition in recent years and is highly profitable.

As part of an internal reorganisation necessary to accommodate recent and projected growth, the Group is seeking to recruit a financial controller for one of its two principal UK operating divisions. Reporting to the U.K. Financial Director, the Divisional Financial Controller will be responsible for financial planning and reporting within a major trading division as well as for the integration of the financial and accounting functions of newly-acquired entities into the Group. He or she will also have responsibility for the enhancement of financial reporting and internal controls throughout the division.

Applications for this position are now invited from qualified accountants, ideally aged 27 to 35. The position requires an individual with commercial experience, excellent analytical, communication and interpersonal skills and an ability to act on his or her own initiative. Based initially in Central London the successful candidate may be asked to relocate within the U.K. in the future. He or she will have excellent opportunities for career development with a rapidly growing Group. The remuneration package for this position will be very attractive and will not be a limiting factor for the right candidate.

Applications, enclosing a detailed Curriculum Vitae, should be sent to Jo Shannon, Senior Recruiting Officer, Arthur Andersen, 1 Surrey Street, London WC2R 2PS. Closing date for applications - 4.1.91.

**ARTHUR ANDERSEN**  
ARTHUR ANDERSEN & CO. S.C.

## Fast Growing PLC Financial Director

West of London

c. £45,000

Our Client, a small listed company which has recently undergone considerable rationalisation seeks a Financial Director. Reporting to the Managing Director he/she will be responsible for all aspects of finance, administration, personnel etc., and will play a key role in the proposed expansion of the business.

The position would suit an Accountant with at least seven years post qualification experience who wishes to identify him/herself with an acquisition orientated company which has City backing, a new Managing Director and a management team who will be dedicated to achievement.

Applicants' backgrounds should include appropriate experience within an operating company or a period with a major professional practice and they should be aware of the kind of pressures associated with smaller companies.

In addition to the salary, there will be a profit related bonus, company car, normal benefits and share options in due course.

Please write in the first instance to Caroline Magnus at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London, EC4R 1AD. Tel: 071-246 0555.

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## FINANCE DIRECTOR DESIGNATE

ASSET BASED FINANCE

East Midlands

c£45,000 + Bonus + Executive Car

A subsidiary of a diversified and successful Financial Services Group, this highly innovative asset finance and leasing company has just secured new capital backing to facilitate its exciting expansion plans for the Nineties.

To help ensure the successful implementation of the plan, they seek to appoint a dynamic and entrepreneurial Finance Director Designate to complete the senior management team based within easy commuting distance of London.

Reporting to and working closely with the Managing Director, you will be totally responsible for the Finance and Treasury Function in addition to a number of other strategic tasks vital to the smooth running of the business.

A Qualified Accountant, you will have a minimum of five years' commercial experience probably gained within a leasing or financial services environment. Sound knowledge of lease accounting and experience of negotiating with and presenting to funding banks are essential. Familiarity with portfolio acquisitions and disposals and credit control procedures would also be an advantage.

Salary parameters are flexible and will fully reflect the importance attached to this appointment. Early promotion to the main Board is envisaged.

If you feel you have the necessary drive and determination to succeed in this role please contact Jonathan Cohen on 071-437 0464 (fax 071-437 0597), or write to him, enclosing a detailed CV at the address below.

**ROBERT WALTERS ASSOCIATES**

RECRUITMENT CONSULTANTS  
Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 071-437 0464 Fax: 071-437 0597

## FINANCIAL CONTROLLER TELECOMMUNICATIONS

North East - c £35,000 + car + bonus

An outstanding opportunity has arisen in this subsidiary of a diverse international company, following its recent relocation to a "greenfield" site in the North East. Working closely with the Managing Director and the senior management team, you will be helping to establish this exciting, young company in a niche segment of the telecommunications market.

Initially, you will manage a team of nine people - through a qualified accountant - who carry out all of the billing, credit control and financial/administrative duties. We anticipate you will co-ordinate the installation of new computerised accounting and billing systems, and the production of management information and forecasts; additionally, you will play a full role in the commercial activities of the business, particularly pricing strategy, commission structures, capital expenditure approvals and strategic planning.

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Specialists in Financial Recruitment

## Major Brand Name in Consumer Products GROUP ACCOUNTING MANAGER

Our client has been an innovative brand leader in this area of Consumer Products for 20 years. This Group has now successfully established itself

internationally and is set for continued growth and development in the future. There is currently a requirement for a Group Accounting Manager who will be responsible, with the aid of a small team, for:

- consolidation of all subsidiaries' periodic accounts, budgets and expected results
- development and maintenance of the Group Reporting Systems
- controlling central costs and managing the accounting and budgeting for central activities (including Treasury).

Additionally there will be a variety of ad hoc projects associated with the Company's exciting development.

In order to be able to respond to the above challenge you will be a young ACA looking to make your first move from the Profession into a commercial environment.

Ideally you will have previous experience of multi-currency consolidation and a strong ability to co-ordinate reporting systems (including P&L and spreadsheet modelling experience). An ability to develop both your staff and the role is likewise essential. Promotion opportunities within the Group are anticipated on the 2 year time horizon.

If you feel that the above represents challenge which you have been seeking you should telephone KAREN D WILSON BA, ACMA on 071-491 3431 or write to her at FMS, 14 Cork Street, London W1X 1PF, enclosing a recent CV and a note of your current salary.

Berks

£28-32,000 pa

+ Car etc

**FMS**

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SURREY

c. £50,000 + CAR + OPTIONS

## International Controller

The international division of an American Corporation requires an able Controller to be a key player in the successful growth of its business in Europe and Australasia. Manufacturing and selling computer peripherals, the division is targeted to earn revenues of over \$70m next year.

As a senior member of the international management team, your prime task will be to take a lead in the commercial decision making and business control processes for the expansion of its markets and profit maximisation. Functionally you will be responsible for over 25 people covering both the division's central accounting & administration and the finance staff of its overseas sales and manufacturing units. Your ability to deliver efficient and effective financial control in the international arena is vital.

A qualified accountant, you are likely to be aged over 35 with several years' of senior financial management experience preferably gained within a multinational company. A good knowledge of accounting in foreign countries and a high degree of commercial and communication skills are essential.

Please send full personal and career details, including current remuneration level, in confidence to Christopher Haworth, Coopers & Lybrand Deloitte Executive Resourcing Limited, 76 Shoe Lane, London EC4A 3JB, quoting reference CH773 on both envelope and letter.

Coopers & Lybrand  
Deloitte Executive Resourcing

## Treasury Manager

Blue Chip Multinational Plc

Surrey

For a genuinely outstanding young Treasury professional, this is an opportunity to take a highly visible position with a key role in international funding issues. Salary will not be a limiting factor for the right person.

### THE COMPANY

- ◆ Well known, profitable British group. Turnover around £3 billion, over 75% outside the UK.
- ◆ Global, technology driven businesses. Particular strength in North America, Europe and Pacific.
- ◆ High quality, collegiate head office.

### THE POSITION

- ◆ Senior role, reporting to Group Treasurer with contact at main board level.
- ◆ Specific responsibility for funding issues in the Pacific Rim and Europe.

- ◆ Varied, project based role, covering group funding, capital markets issues and trade finance.

### QUALIFICATIONS

- ◆ Outstanding intellect evidenced by first class academic record and relevant financial or business qualification.
- ◆ Experience of the funding side of Treasury, gained in a large international group or possibly the City.
- ◆ Aged 28 plus. Creative, confident and ambitious.

Please write, enclosing full cv. Ref BJ5039  
NBS, Bennetts Court, 6 Bennetts Hill,  
Birmingham, B2 5ST  
021-233 4656  
(Interviews in London)

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Retailing

North East

## Finance Director

Successful listed UK retail Plc, operating under new management team, requires an experienced finance professional to enhance financial management and reporting in its Northern stores group, with current turnover of £40 million. Outstanding opportunity directly to improve profitability and performance in a thriving business and play a key role in the realisation of substantial expansion plans. Significant career opportunities.

### THE ROLE

- Provision of accurate, timely management information to improve control, decision making and working capital management.
- Upgrading accounting and MIS systems. Forging close links with senior operating management and developing the central accounting team.
- Member of subsidiary board determining future strategy to include organic and acquisitive growth.

### THE QUALIFICATIONS

- Qualified accountant, 35-40 years old, with proven record of managing change in the retail or service sector. Evidence of aptitude for strategic initiatives.
- Experienced in specification and implementation of accounting and MIS systems.
- Commercial and market orientated focus. Excellent manager, motivator and team player. Able communicator with a talent for influencing people.

London 071-973 0889  
Manchester 061-941 3818

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A Spencer Stuart Company

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Selector Europe, Ref F2191201,  
16 Connaught Place,  
London W2 2ED.

c. £50,000 package

Marketing Services

London

## Finance Director

Talented young finance professional sought to join senior management team of a well established, highly regarded marketing services company. Close involvement with the commercial management and strategic development of the business and full responsibility for its fiscal control. Unusual opportunity to influence the direction of a business in a creative, entrepreneurial environment.

### THE ROLE

- Broad remit, managing the finance function and advising the Board on a wide range of commercial issues.
- Exercising strong financial control over all business activities and reviewing MIS to optimise levels of efficiency.
- Evaluating development opportunities including joint ventures and funding.

### THE QUALIFICATIONS

- Probably early to mid 30s, ACA, with first class professional training.
- Successful track record of business control, ideally in a client led service environment.
- An enthusiast with strong team building skills and a positive, pro-active approach.

London 071-973 0889  
Manchester 061-941 3818

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## FINANCIAL CONTROLLER

HEALTHCARE INFORMATICS

Shrewsbury

To £25,000  
+ Car + Benefits



Founded in 1987, this developing commercial company was established to service a perceived and real deficiency in its specialist market. It has clearly established itself as a leader in the development of patient scheduling and clinical database systems. The company is poised to reap rich rewards due to the innovative nature of its product. Potential client base is global but in the short term will remain almost exclusively UK based.

The company, funded by Biotechnology Investments Ltd, is to embark on a phase of significant expansion. Based in an attractive rural location, the position offers an exciting opportunity for an individual seeking to capitalise on their existing commercial experience.

Reporting to the Managing Director, the Financial Controller will assume responsibility for the financial management of the company. This "hands on" role will involve day-to-day control of accounting information which will include the preparation of both financial and management accounts. In addition, an element of liaison with outside investors and financial institutions can be anticipated.

Candidate requirements are clear: a qualified accountant aged to 32 with a proven track record in commerce and an ability to assume Director status in the medium term. Exposure to the healthcare or software industries would prove advantageous but not prerequisite.

Interested candidates should contact Chris Herrmannsen or Jennifer Ogden on 071-629 4463 (day) or 081-749 1426 (eves/weekends), or send an appropriate curriculum vitae to the address below, quoting reference CH359.

**HARRISON WILLIS**

FINANCIAL RECRUITMENT CONSULTANTS

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463  
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Manchester

£26,500 + car

## Chief Accountant

Our client is part of one of the country's biggest organisations. A major group of finance companies in its own right, its product range is wide, its performance to date impressive, and its development plans aggressive.

It now needs a Chief Accountant who will control a small department, report to the Financial Controller, and be responsible for the preparation against tight deadlines of the monthly management and financial accounts and the statutory accounts for the five companies concerned, together with necessary consolidations and returns. Preparation and control of accurate and computerised base data will be important.

Computer familiar, the person we seek will be a mature and well qualified Chartered Accountant who will relish the fast-changing environment. Appropriate experience will have been gained in both the profession and commerce, but previous experience in the finance industry, whilst helpful, is not vital.

This is a post for an ambitious, tactful, able performer who will readily recognise the career development opportunities the post offers.

Speed is of the essence in this appointment, and letters of application, together with CV, salary progression and any other relevant data, should be sent without delay to the Managing Director, Performance Management Limited, 8th Floor, Peter House, St. Peter's Square, Manchester, M1 5BH, quoting reference P172.



**Performance Management Limited**  
MANAGEMENT CONSULTANTS

## AUDIT SENIOR

London

Our client, a Big 6 accountancy firm, is looking for a suitable candidate to assume responsibility as audit senior which includes the control of a large multinational assignment.

The successful candidate will possess very strong technical skills on accounting and other matters, including a strong working knowledge of differences between UK and US GAAP. Experience and knowledge of reporting accountants' skills and investigation skills together with the ability to write high quality reports are essential.

He or she must also possess the motivational skills necessary to mould large numbers of internal staff into an efficient working unit. The candidate will be responsible for dealing directly with highly competent client staff and must be able to successfully put his/her view across.

A good degree, with first time passes at all professional examinations and experience with a Big 6 firm, is essential.

The candidate must also have had a minimum of two years' PQE and experience of dealing with major clients, especially in the marketing services sector. An exceptional level of commitment to complete tasks within extremely short time spans will be required.

In return, we can offer a competitive working environment and comparable remuneration with prospects of early promotion to manager for the right individual.

Please apply, in confidence, attaching a full Curriculum Vitae and details of three suitable references to Julia Whitfield, Barkers Human Resources Advertising, 30 Farringdon Street, London EC4A 4EA, quoting Ref: 1007/JW on your envelope.

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## Head of Internal Audit

Newcastle

Our client, Northern Electric plc based in Newcastle, is one of the largest companies wholly based in the North East and has a philosophy of providing the highest quality customer service through the harnessing of individual excellence into dedicated team effort.

Against this background and in line with exciting, demanding changes there is now a requirement to recruit an ambitious, commercially minded Internal Auditor who can share that philosophy and lead a highly talented audit department into a new era of challenge.

Candidates, who will be qualified accountants with considerable audit experience, must have excellent team building and motivational skills allied to the capacity to establish an atmosphere of credibility and respect throughout the organisation.

Powers of intellect and analytical thinking blended with highly developed communication skills should be coupled with a tactful assertion which allows for the achievement of prioritised objectives.

For the person with commitment and dedication to the

pursuit of quality through the development of a cohesive, highly motivated professional team, career opportunities will open up throughout an organisation which is equally motivated to developing individual talents.

Applicants are considered on the basis of their suitability for this position irrespective of disability, ethnic origin, sex or marital status.

All information will be treated in the strictest confidence and initial interviews will be held in Newcastle and Manchester.

Please send career and personal details, including current remuneration figures quoting, reference F750/9 to Paul Bailey, Ernst & Young Corporate Resources, Lowry House, 17 Marble Street, Manchester M2 3AW.

**ERNST & YOUNG**



LONDON

c. £30,000 + CAR

## Senior Corporate Accountant

Following extensive restructuring, this major nationwide service organisation with a multi-billion pound turnover, is continuing its programme of substantial commercial development. This is a key role of the centre of this emerging group, ideally suited to a young chartered accountant seeking a first move from the profession.

As a member of the small group finance team, your responsibilities will include the production of monthly consolidated financial statements and statutory accounts. In addition, you will be expected to make a major contribution to the review and development of accounting policies and procedures throughout the Group.

A Chartered Accountant, probably aged around 28, your career to date is likely to have been within a 'big five' firm. You must be fully conversant with

the consolidation and reporting requirements of major plc's and possess sound expertise in the use of PC spreadsheets. To ensure success in this role candidates should demonstrate a flexible approach and the ability to work within a small, highly committed central team. This is a high profile role and therefore future career prospects within the Group are excellent.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Ann Shepherd, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB, quoting reference AS774 on both envelope and letter.

Coopers & Lybrand  
Deloitte Executive Resourcing

## FINANCIAL CONTROLLER

Enfield

Our client, well known as the market leader in creditor insurance, has just had another year of record achievement as well as one of vigorous and purposeful reorganisation. Recent years have seen constant growth and diversification and the need to develop strong middle and senior management to fuel further success. Plans for the future include active expansion into Europe, forging ever better working relationships with clients and continued product development.

It has now been decided to appoint a Financial Controller who will provide high level assistance to the Financial Director. The role will cover all aspects of the company's business including responsibility for the preparation of statutory financial statements for all Group companies, managing and directing the accounting staff,

Up to £50,000 + car + benefits

ensuring full legal and regulatory compliance and preparing reports for both external and internal consumption.

The role is designed for a young chartered accountant with several years' commercial or professional experience at management level who will be capable of growing into a more senior role in due course. Apart from being a highly capable man manager and supervisor, it will be vital to demonstrate highly developed ability to analyse and disseminate information. A sympathetic style to facilitate advice-giving and strong communication skills are essential.

If you are interested in this position, please reply in confidence, providing a CV, present remuneration, day and home contact numbers quoting reference number F4215 to Carey Wright (Mrs) at the address below.



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## Tradition Luxembourg

requires a Correspondent Link Broker with a minimum of two years experience in the Currency Deposit and off balance sheet market.

Please apply in writing with CV to:

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Tradition SA  
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1313 Luxembourg  
Tel: 46 04 11

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## GROUP TREASURY

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Age 30-45

£50-80,000 + Outstanding Benefits

This £1 billion turnover multinational organisation is currently relocating its worldwide headquarters. The company operates sales, service and logistics operations in nearly thirty different countries and distributes through an additional fifty. It is a recognized leader within its industry.

Working as part of the senior finance team the successful applicant's contribution will be vital to the executive management group. The role will require close working relationships with the Finance Managers of subsidiary companies.

Key responsibilities will include:

- cash and currency management to minimise complex exchange risks and financing costs
- ensuring the group is adequately financed both to meet agreed targets and to enable planned growth to prosper

- monitoring individual unit's borrowing facilities
- lead and train a specialised central treasury team
- undertake international travel to maintain bank relationships and group contacts as well as to assess financing requirements for certain major projects

The position would suit a professional from an established multinational treasury team. The role commands an outstanding salary and benefits package which will be tailored to suit the successful candidate's demands. Knowledge of Italian in addition to English would be an advantage though not essential.

Interested applicants should telephone Richard Parnell today on 071-437 0464 (fax 071-437 0597) or write to him, enclosing brief details at the address below.

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RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 071-437 0464 Fax: 071-437 0597

## Assistant to the Financial Controller

City

to £30,000 + benefits

This is an exceptional opportunity to join a major investment institution whose growing business requires the recruitment of an additional Chartered Accountant.

The successful candidate will be expected to take responsibility for the financial integrity of the accounting records, preparation of monthly accounts, performance analysis and budgets.

We are seeking a flexible person, preferably a graduate, who is familiar with PC based accounting packages and is capable of taking on considerable responsibility. Experience of investment accounting an advantage.

If you feel that you can match this challenge, please send your career details to Marilyn Davidson at the following address: Broadway Chambers, 14-26 Hammersmith Broadway, London W6 7AF

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071-873 3607

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Denise Morrice  
071-873 3199

This independent management consultancy has since its inception six years ago, established a reputation second to none for the quality and professionalism of its work. Their prestigious blue chip client base has benefited from their strategic and operational input.

The growth record of the group has been truly outstanding. Turnover has increased in excess of 900% over this period whilst profit before tax has increased 562%. The company faces the future with confidence. So much so that a new office has been established in response to demands from new and existing clients.

This project driven role will be varied and challenging. Responsibilities will be all encompassing and will include initiating, implementing and reviewing sophisticated accounting systems. Close client contact is actively encouraged after systems have been installed.

Candidates will be qualified accountants with familiarity of existing IBM hardware specifically AS400's. Personal attributes will include strong communication skills, the ability to grasp client requirements together with proven leadership and delegation skills. Clearly the successful individuals will need to work autonomously and to tight deadlines.

Candidates should contact Jonathan Jones or Jon Vank on 071-629 4463 (evenings/weekends 081-464 0927) quoting reference JJ293.

**HARRISON WILLIS**

FINANCIAL RECRUITMENT CONSULTANTS

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## GROUP ACCOUNTANT

West London To £35k + Car + Benefits

Halcrow is a major group of international Civil Engineering Consultants with an enviable record of growth and participation in prestigious projects around the world.

As a result of internal promotion, we now wish to appoint a Group Accountant to manage and supervise a central finance department of 12 and assume responsibility for the:

- Preparation of statutory accounts and consolidated group accounts.
- Preparation of quarterly management accounts and reports.
- Assisting the Group Financial Controller at year end and in budget/target setting and review.
- Treasury management, FX, cash-flow forecasting and banking arrangements.

Routine enough you might say, but the real challenge of it is appointment lies in the opportunity it affords to apply

your experience in enhancing and improving existing reporting systems and financial controls.

You will need to be a qualified Accountant, familiar with micro computer and spreadsheet packages and with previous experience of motivating and managing others.

Career prospects are excellent and supported by a salary and benefits package that you would expect from a highly successful international company. Additionally you will benefit from a commitment to individual professional development through our Group Training Programme which provides management training via in-house and external courses to advance your career.

Please write with full CV to Peter Jackson, Sir William Halcrow & Partners Limited, Vineyard House, 44 Brook Green, Hammersmith, London W6 7BT.

**HALCROW**

### DONCASTER ROYAL INFIRMARY/MONTAGU HOSPITAL TRUST DIRECTOR OF FINANCE

Doncaster Royal Infirmary and Montagu Hospital have received approval from the Secretary of State for Health to form an NHS Hospital Trust which will commence trading on the 1st April 1991.

The two hospitals currently provide services for 40,000 in-patients and over 100,000 out-patients per year. The Trust will employ in excess of 3,000 staff to provide the full range of acute health services from up-to-date and modernised premises in Doncaster and Mexborough and is currently one of the most cost effective NHS Hospitals in the UK. Turnover for the Trust is projected as £54 million for the year to March 1992.

In addition to its role as health care provider the Trust provides clinical and operational support services to other health care organisations within the Doncaster area.

The Trust is now seeking to strengthen its management team through the appointment of a Director of Finance. Reporting to the Chief Executive he or she will have executive responsibility for all aspects of financial management in the new hospital group and will play a key role in the business development.

We are seeking an individual who is a well qualified professional accountant and has the necessary drive and initiative to lead the Finance function. We are seeking someone with a proven track record in a senior position in either the public or private sector.

Remuneration is negotiable circa £40,000 per annum plus a lease car.

Informal enquiries welcomed by Chris Hynes, Chairman (tel: 0302 321 621) or David Nicholson, Chief Executive Delegate (tel: 0302 366666, ext. 601).

Information package available from Personnel Department, tel: 0302 366666, ext. 675.

To apply please write with full CV to Joe Brayford, Director of Personnel Services, Doncaster Royal Infirmary, Airedale Road, Doncaster DN2 5LT. Closing date for applications 7th January 1991.

JP 11/15/90